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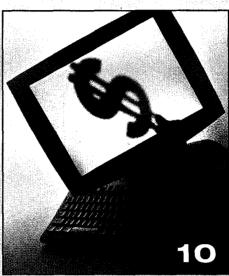


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ESM Association's 2003 President Jack Poll discusses his presidential goals, SAS Institute's award-winning programs and what he'd like to see for the future of the employee services field.

26 The best in HR

The National Academy of Human Resources (NAHR), Santa Fe, NM, recognizes its 11th class of Fellows for achievement in the field of human resources.





The more you give, the more you get

ESM Association asks members to join together in enhancing the employee services profession

ave you taken advantage of your member services lately? Employee Services Management (ESM) Association is kicking off 2003 with a plethora of member services to help you do your job better. But, what you may not realize is that utilizing your member services helps support the sharing of new ideas among peers and promotes the growth of your profession. It's simple—the more you give, the more you get. Consider participating in the following new services and plan to reap the benefits of your ESM Association membership.

Don't miss out on the newest discounts available through ESM Association's onMYtime.com. On the front page of the website, look for a new category featuring special offers on holiday and seasonal products and services for Easter, Mother's Day, Father's Day, and more.

OnMYtime.com is a ready-made online discount program that's free to ESM Association members and their employees. Just provide employees with the web address and your company's password and user I.D., and they will have immediate access to a new discount service that saves them time and money. Encourage your employees to visit the site often to take advantage of the latest offers. Maximize your ESM Association membership by shopping with onMYtime.com. A portion of each purchase helps fund ESM Association's member services.

In March 2003, ESM Association will survey members about specific trends in the employee services industry and analyze the results. As an ESM Association member, you will receive the results of these surveys at no cost. The more members who complete survey questionnaires, the more beneficial the results will be to employee services providers. When you receive an e-mail asking for your participation in these short surveys, please consider taking a few minutes to answer the questions about your programs. Your input will assist ESM Association in developing quality research you can use to benchmark with peers and justify new programs to management.

Many leaders in the employee services profession have been a part of the ESM Association family for 10 years or more. Others recently learned of the benefits of joining this organization. Our family is made up of professionals who believe strongly in the need for employee services in the workplace. Join the ESM Association member companies supporting the employee services profession and consider donating to the "YOU Make a Difference" project to benefit the ESM Association Foundation. Your tax-deductible donation will help provide employee services education to ESM Association members. See the donation form on page 34 to contribute.

ESM Association offers many services that encourage members to network with one another to improve their programs. Thank you to those members who continually contribute to ESM Association's E-Mail Listserve, participate in the "Gift of Time" ServiceMaster gift certificates program, write articles for ESM Magazine, attend ESM Association's Annual Conference & Exhibit, and take an active role in a local chapter. Your support has helped make ESM Association what it is today—the only association dedicated to the employee services profession.

Renee M. Mula Editor reneemula@esmassn.org



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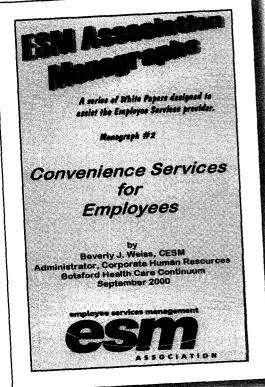
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employee services management



Employee Stores Community Services Convenience Services Dependent Care Recreation Programs Recognition Programs Special Events **Travel Services Voluntary Benefits** Wellness

Making Life Life Easier Easier



Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, Convenience Services for Employees explains:

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- outsourcing resources.
- the bottom-line benefits of convenience services.

This informative brochure is free to ESM Association Members. Also read Monograph #1, Obtaining Management Support for Employee Services. View both Monographs in the Member Resources Section of www.esmassn.org or order a hard copy from ESM Association.

Convenience services are a component of employee services. With employees balancing work and family concerns, convenience services act as shortcuts that help employees balance their time. Convenience Services for Employees, the second ESM Association Monograph, presents a multitude of convenience services ideas to implement or use as catalysts for your own ideas.

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employee services topics.

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Wellness

America's favorite sports

Statistics help predict the popularity of recreation and fitness programs

E xercise walking is America's most popular sports activity two years in a row, according to the *Sports Participation in 2001* survey, conducted by National Sporting Goods Association (NSGA), Mount Prospect, IL. Other findings, including the rise in popularity of snowboarding and the decline of inline skating, provide insight for employee services providers looking to revamp their employee recreation and fitness programs. Use these results to help predict future trends in employee program usage.

Top activities

Although it declined more than 12 percent, exercise walking remains far ahead of swimming as America's most popular activity among the 64 sports, recreation and fitness activities examined in the survey. Exercise walking had 71.2 million participants in 2001 versus 81.3 million in 2000. Swimming drew 54.8 million participants in 2001, a seven percent decrease from 58.8 million in 2000.



According to Thomas B. Doyle, vice president of information and research, NSGA, "Among the 10 most popular sports and recreation activities, basketball showed the strongest growth. It rose almost four percent to 28.1 million participants, up from 27.1 million in 2000. Golf and billiards/pool also showed modest one percent increases."

Completing the top 10 activities are camping (45.5 million partici-

TOP FIVE SPORTS ACTIVITIES

Participated more than once (in millions). Seven years of age and older. Percentage change compares statistics from 2001 to those from 2000.

Most Popular Sports	Total	Percentage Change
Exercise Walking	71.2	-12.4
Swimming	54.8	-6.7
Vacation/Overnight Camping	45.5	-8.7
Fishing	44,4	-5.8
Exercising with Equipment	43	- 4
Fastest Growing Sports	Total	Percentage Change
Snowboarding	5.3	22.9
Ice Hockey	2.2	13.1

3.5

2.1

2.7

pants); fishing (44.4 million); exercising with equipment (43 million); bowling (40.3 million); bicycle riding (39 million); billiards/pool (32.7 million); basketball (28.1 million); and golf (26.6 million).

Sailing

Kayaking/Rafting

Open Water Scuba Diving

In team sports, both soccer and tackle football showed eight percent increases in participation. Baseball, softball, touch football, and volleyball all showed declines ranging from two to eight percent. Basketball ranked 9th (28.1 million); baseball, 19th (14.9 million); soccer, 22nd (13.9 million); softball, 24th (13.2 million); volleyball, 26th (12 million); tackle football, 32nd (8.6 million); and ice hockey, 59th (2.2 million).

Health and fitness

Participation in fitness activities was mixed. Running/jogging (24.5 million) grew eight percent. In addition to the drop in exercise walking, aerobic exercising and calisthenics experienced losses of

10 percent or more. Exercising with equipment posted a four percent decline, its fourth since 1993. According to Doyle, "The number of people working out at clubs grew a hefty 10 percent to 26.5 million. Perhaps we are seeing a migration of those seriously inter-



ested in fitness to a health club environment. However, the sales of home treadmills continue at an all-time high, according to our new consumer purchases study."

12.5

10

9.9

Long one of the high growth sports, inline skating experienced its third consecutive drop in participation, falling 12 percent last year. "Scooter riding, which grew nine percent (12.7 million), and skateboarding (six percent to 9.6 million), are probably negatively impacting inline skating," Doyle explains. In 2001, inline skating ranked 16th with 19.2 million participants. Inline skating peaked with 27 million participants in 1998.

Fastest growing sports

Watch out on the ski slopes, there's probably a snowboarder nearby. Snowboarding, which became the fastest growing sport in 2000 among those surveyed by the NSGA, stayed in the numberone spot again in 2001.

Snowboarding, which grew 31 percent in 2000, increased by another 23 percent in 2001 to a total of 5.3 million participants. In each of the last two years, snowboarding has gained one million participants. Doyle says, "Since 1991, snowboarding has more than tripled. This growth has likely impacted alpine skiing, which has dropped 30 percent in the same 10-year period."

The number-two sport on the list of fastest growing activities is ice hockey, which showed a 13.1 percent increase to 2.2 million. Kayaking/rafting (+12.5 percent) and open-water scuba diving (+10 percent) also showed double-digit in million).

increases. Kayaking/rafting had 3.5 million participants, scuba diving, 2.1 million. Skateboarding, which showed the second-greatest increase in participation in 2000, remained on the upswing with a 6.2 percent increase to 9.6 million participants and ranks 16th overall.

Rounding out the top 10 with the greatest percentage increases were sailing (+9.9 percent to 2.7 million); snorkeling (+9.5 percent to six million); canoeing (+9.2 percent to 6.8 million); scooter riding (+9.1 percent to 12.7 million); tennis (+8.8 percent to 10.9 million); and table tennis (+8.6 percent to 8.4 million).

Conclusion

The NSGA conducted the *Sports Participation in 2001* survey in two parts. "Series I" was based on a sampling of 15,000 U.S. households; "Series II," which covers activities with lower rates of participation, used a sampling of 20,000 U.S. households. The response rate for the survey is 67 percent.

For more information on NSGA's Sports Participation in 2001 survey, visit www.nsga.org or contact the NSGA Information Center at (800) 815-5422 or info@nsga.org.

Become a Certified Employee Services Manager (CESM)

CESM stands for Certified Employee Services Manager and it serves as ESM Association's and the employee services profession's recognized certification designation.

The CESM Program exists to grove the profession and solidify the employee services practitioner's role within the company by:

- Upholding the professional status of the employee services management profession.
 Setting high standards of performance.
- Recognizing individuals for personal achievements within their profession.

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Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeism and turnover. The association produces a magazine, Employee Services Management, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

To receive information about becoming a member of ESM Association, contact:

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Trend Spotter

Employees shop ONIIII

State Farm employees save time and money with the company's online discount program

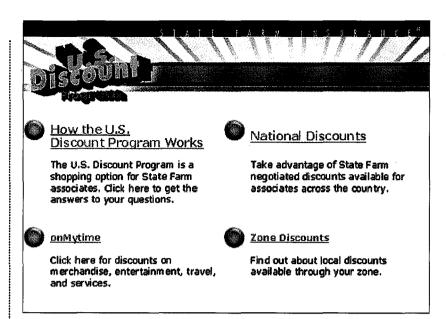
By Renee Mula, editor

uring the past nine years, Karen Ament, analyst, Work/Life Unit, Benefits and Services, has shaped the U.S. Discount Program at State Farm Insurance Co., Bloomington, IL, into a user-friendly buying option for employees looking to save money on products and services. Remaining inline with increased technology, Ament helped transform the program from a basic e-mail list of suppliers into an entire program on the company's intranet. The current U.S. Discount Program site allows State Farm associates to peruse over 30 product categories and purchase items online or via an 800 number.

Getting started

The idea to implement State Farm's U.S. Discount Program originated in the Replacement Service Department. Tyler Greathouse, replacement service buyer, General Claims, negotiates prices with manufacturers and suppliers to purchase items for State Farm policyholders who have suffered a loss due to theft or fire. It wasn't long before the suppliers Greathouse works with pinpointed the company's workforce (nearly 96,000 employees and agents) as an untapped sales market. Management gave the green light, and in 1994, the Replacement Service and the Benefits and Services Departments collaborated to implement State Farm's first employee discount program.

Once Greathouse secured 30 discounts, Ament then posted the list of offers on State Farm's e-mail system for U.S. employees. Paper listings were provided to insurance agents and retirees. Immediately, State Farm associates enjoyed the freedom of shopping at work, where they could oftentimes save money on big-ticket items.



State Farm's U.S. Discount Program homepage gives employees the option of searching for national or local discounts.

The road to the Net

In 1998, State Farm moved the program to the company's relatively new intranet. Today, all State Farm employees and agents have intranet access. Ament collaborates with several departments to create and run the employee discounts site. The Creative Services Department designs the web pages and

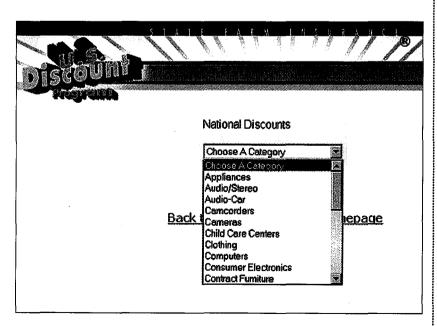
the Human Resource Business Support Department maintains the site. Greathouse fields requests from suppliers who want to be listed on the U.S. Discount Program. Ament is responsible for posting the information on the site and promoting the program to employees on the intranet homepage and in State Farm's internal magazines.

The new site

The intranet site is simple and easy-to-use. On the U.S. Discount Program homepage, users can view a section that explains how to navigate the program as well as three different shopping categories to choose from—National Discounts, on MYtime.com and Zone Discounts.

National Discounts—The National Discounts section is a listing of suppliers currently partnering with State Farm via the Replacement Service Department. The National Discounts are divided into categories covering everything from electronics to sporting goods.

onMYtime.com—As a member of Employee Services Management (ESM) Association, Oak Brook, IL, State Farm employees have access to national discounts from ESM



In the National Discounts section, employees choose from several product and service categories.

DISCOUNTED PRODUCTS

Below is a sampling of the products and services offered to employees via State Farm Insurance Co.'s U.S. Discount Program:

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Audio
Camcorders
Cameras
Childcare Centers
Clothing
Computers
Electronics
Furniture

Entertainment
Fitness/Health
Florists
Home Improvement
Home Safety
Jewelry/Watches
Lawn/Garden
Musical Instruments
Office Equipment

Sporting Goods
Tax Service
Tools
Travel
TVs/VCRs
Vehicles
Video Equipment

Association's onMYtime.com online buying program. While visiting onMYtime.com, State Farm employees gain access to four more discount categories—Shopping, Entertainment, Travel, and Services.

Zone Discounts—The offerings in the Zone Discounts section of the site are individualized for each State Farm regional office. Each regional group manages its own local discounts.

Employee satisfaction

The suppliers process all purchases, product exchanges and returns, while State Farm's Benefits and Services Work/Life staff accepts employees' comments and questions about the program. Employees enjoy visiting the site to comparison shop. "Who doesn't like saving money?" Ament says. "Many times they see a huge savings by ordering through the

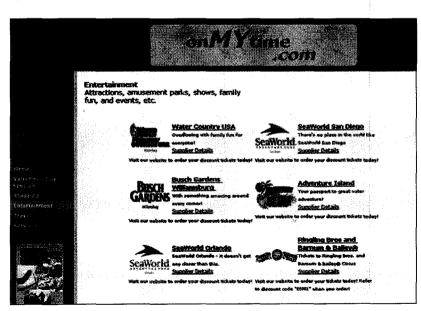
U.S. Discount Program. Sometimes they save a few dollars on small items and sometimes they find products on sale locally that are less expensive than offers listed on the site, so they buy locally. We always promote the program as a shopping option. We don't guarantee the lowest prices," she explains.

Partnerships

"The program is inexpensive to manage and we try to keep the administration to a minimum," Ament says. Suppliers may choose to offer weekly or monthly specials on their own websites, but State Farm will not continuously update suppliers' listings on the U.S. Discount Program or advertise specials for them. "They may remain on the program as long as they are satisfied with the business they receive from State Farm associates," Ament says. State Farm considers the U.S. Discount Program an associate benefit and opts not to make a profit from the program.

Shopping at work

Employees are responsible for ensuring their Internet usage does not interfere with productivity. The U.S. Discount Program's National



Under onMYtime.com, State Farm employees enjoy national discounts on shopping, travel, services, and entertainment.

and Zone Discounts are only accessible through the intranet at work, but employees have access to onMYtime.com from their personal computers. With the ability to access a portion of the discounts at home, employees can better distribute their time spent on the site.

Conclusion

After five years online, State Farm's U.S. Discount Program is a success. It currently receives 8,000-9,000 hits a month and

more at holiday shopping time. Employees and insurance agents access the program through the intranet and retirees may call the Associate Services Center for assistance. State Farm also allows associates' immediate family members to take advantage of the discounts.

State Farm continues to recognize its employees' need to balance work and personal life. The U.S. Discount Program gives employees a convenient outlet for purchasing gifts, planning vacations, researching electronics, and saving money—all without leaving the office. Most importantly, the program is a low-cost, low-administration employee service that contributes to State Farm's status as an employer of choice.

Renee M. Mula is editor of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She may be reached at (630) 368-1280 or reneemula@esmassn.org.

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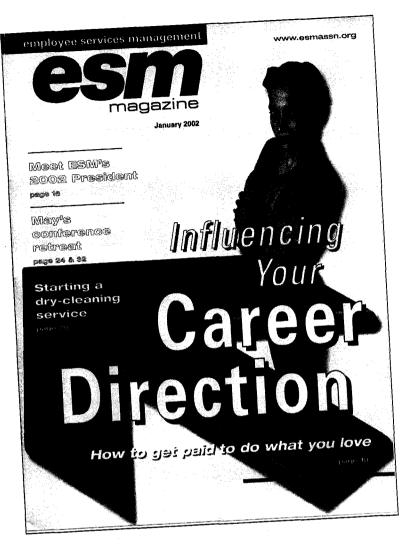
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ESM Association's 62nd Annual Conference & Exhibit Presents

Pre-Conference Workshops

Date & Time: Sunday, May 18, 2003 • 8:00 a.m.-12:00 p.m.

Unlocking the Art of Innevation

Erik Wahl, president, The Wahl Group, San Diego, CA

Last year's highest-rated speaker graces the ESM Conference with a four-hour pre-conference workshop. With his artistic spin, Erik Wahl will show attendees how to make a difference at work. This training session will provide attendees with bold, innovative strategies to help them anticipate the challenges, changes and competition in today's dynamic workplace. Participants gain a renewed, innovative vision for the future. Wahl will motivate and energize attendees to utilize their own creativity to work smarter rather than harder. This fun environment allows attendees

to rediscover their own natural abilities to be creative and to learn how to apply creativity to their own personal and professional lives. Wahl breaks the workshop into these sections:

- Thinking Outside of the Box;
- What is Creativity?; Creativity 101;
- Reintroducing Creativity; Business 201;
- Rule Breaking Business Principles; and
- Application 301: Professional Application.

Activities include paradoxical games, teamwork exercises, group discussions, writing exercises, designing a business exercise, analysis, art activities, and personal application.

Volunieerisus

Carole Smith, president, Carole Smith Connections, Inc., Washington, DC

If you've ever wondered how an award-winning employee volunteer program is designed, this pre-conference workshop is for you! In this four-hour session, you will acquire the tools to develop a new program or strengthen an existing one. Carole Smith, winner of the prestigious Points of Light Foundation's Award for Excellence in Corporate Community Service at Fannie Mae, leads this program. Using group exercises, writing exercises and group discussions, you will learn how to develop an effective strategic volunteer program that is tailored to your specific company's culture. The workshop will help you to:



- Identify the benefits your program can bring to your company, employees and community;
- Promote the program's benefits to management;
- Manage your program effectively;
- Formulate incentive policies such as recognition, release time and grants for service; and
- Evaluate your program's progress and impact.

Attendees will have an opportunity to hear about programs at Allstate and Time Warner from guest speakers who provide the practical know-how for developing a program.

Registration Fees: \$145 ESM Members/\$210 Nonmembers

Conference Speakers

Destination: Tou

Veer from the beaten path and forge your own road toward exciting employee services

By Meg McNichols

as an employee services provider, you spend most of the workday tending to employees' needs. This May, take the time to recharge your batteries, challenge yourself and develop new ideas at ESM Association's 62nd Annual Conference & Exhibit, May 18-21, 2003 at the Royal Pacific Resort at Universal Orlando®, a Loew's Hotel, Orlando, FL. The conference General Sessions are guaranteed to motivate attendees to look beyond departmental barriers to reshape corporate culture, while the Concurrent Sessions will enlighten participants to new roads being paved in the employee services industry. Let ESM Association's Annual Conference & Exhibit motivate you to get back to the basics of employee services, beginning with you.



Opening Session

Generation Why?

Eric Chester, president, CSP, Generation Why, Lakewood, CO

Ready or not, here comes Generation Why—the 68 million Americans born between the late 70s and early

90s. With over 40 million 18-24 year-olds currently employed, the future clearly belongs to those companies and organizations that understand and can connect with Generation Why. They do not see things like you do, and they cannot be recruited, trained, managed, and motivated using the same strategies and methods that worked in the past.

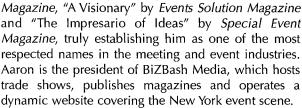
This exciting and revealing presentation will give you an in-depth look at Generation Why and help you understand what they value and how they approach the workplace. You'll then learn "Eight Strategies for Becoming Why2K Compliant" to give you a decided advantage over your competitors.

General Session

Trends for Sizzling Special Events

Richard Aaron, CMP, CSEP, president, BiZBash Media, New York, NY

Richard Aaron has been called, "The Event Guru" by Meeting News



Special events have become a world of new sensations and experiences. Hear and see these fresh ideas. From receptions to morale-building programs for your company, Aaron takes you to the edge and identifies the hot new trends in concepts, décor and entertainment used by organizations across the U.S. Aaron's "edutainment" presents a sensational learning event filled with elements you'll be excited to recreate for your employees.



Closing Session

The Top 10 Mistakes People
Make That Perail Their Careers
Steven R. Webber, president,
Management Training Resources,
Inc., Naperville, IL

Everyone makes mistakes—it's normal. However, making consistent mistakes can hurt your career.

CONCURRENT SESSIONS

Prepare yourself for useful information and program ideas, presented in five entertaining and educational Concurrent Sessions:

MONDAY, MAY 19, 2003

Concurrent Session I

- Make a Business Case Through Effective Communication
 - Racing for New Ideas
- Employee Stores—Retail Tips and Trends
 - Cross Cultural Recreation
 - Health and Fitness and the Bottom Line

Concurrent Sessions II

- Online Buying/Convenience Services
- Best Practices: National Institutes of Health (NIH) Recreation and Welfare Association, Bethesda, MD
 - Employee Services in a Changing Corporate Environment
 - Promoting Employee
 Services Programs

TUESDAY, MAY 20, 2003

Concurrent Sessions III

- Planning Winning Special Events
 - Best Practices: State Farm
 - Insurance Co., Bloomington, IL
 - Managing Stress
 - Employee Travel

Concurrent Sessions IV

- Sports Trends
- Best Practices: Botsford Health Care Continuum, Farmington Hills, MI
 - Liability Issues
 - Handling Security and Violence Issues at Work

Concurrent Sessions V

- No-Cost/Low-Cost Programs
 - Community Services
 - Childcare and Eldercare

Knowing what these mistakes are, and taking action to avoid them, will help create success in your personal and professional lives. Webber presents a compass and roadmap to help identify the potholes in the journey toward reaching the highest potential. This action-packed session will identify the top 10 mistakes people make that harm their careers. Webber gives practical techniques on how to navigate around the pitfalls. Create a personalized, easy-to-use action plan to stimulate improvement and apply these practical techniques to help move your life and career forward.



Diagripation You

Webber is the president of Management Training Resources, Inc., Naperville, IL, a training and consulting firm specializing in management skills training. He is a national speaker, trainer and author with more than 20 years experience. Executive Excellence Publishing has released Webber's new book entitled 10 Timeless Principles of Professional Success—Using the Life-Work Compass to Reach Your Potential. His training experience includes consulting for such organizations as Chicago's Navy Pier, GE, Jockey, NASA, Staples Office Supply, Sears, Sherwin-Williams, UPS, and nonprofit organizations such as Welfare to Work Partnership.

Networking Opportunities



Monday Evening's Special Event

Sponsored by Universal Studios Theme Parks

Journey to Marvel Super Hero Island, which incorporates unprecedented technology with the most popular comic book heroes and villains of all time. Universal Studios showcases revolutionary rides and attractions that combine moving ride vehicles, filmed 3D action, live action, and special effects. Guests can brave Doctor Doom's Fearfall, the Incredible Hulk Coaster, The Amazing Adventures of Spider-Man, and Storm Force AccelatronSM. Unwind with new friends as you dine on a delicious buffet dinner.



Tuesday Evening's Special Event

Sponsored by Anheuser-Busch's SeaWorld Orlando

SeaWorld's Ports of Call Gardens area surrounds you with lush, tropical landscaping including magnificent palm trees, exotic plants and waterfalls as you enjoy a wonderful buffet dinner. Then, visit Shamu Stadium to view the spectacular Private Spirit of Shamu Show. After an exciting performance by Shamu, indulge in a dessert reception at Penguin Plaza and Kraken while a highenergy disc jockey entertains. You'll be given the opportunity to ride the two-year-old

Kraken Penguin Encounter. This is the fastest, tallest, longest, and wildest floorless mega-coaster in Orlando and the first of its kind in the Southeast.

Register today

Join us for ESM Association's 62nd Annual Conference & Exhibit and return to the office with education on "The 10 Components of a Well-Rounded Employee Services Program" and access to the latest products and services in the industry. Take this opportunity to learn from experts in the field, who will teach you how to take the driver's seat in the success of your employee services program. You'll view your services in a whole new light! See p. 19 to register. Visit www.esmassn.org for a full schedule of events.

Meg McNichols is the public relations intern for Employee Services Management (ESM) Association, Oak Brook, IL. She may be reached at (630) 368-1280 or megmcnichols@esmassn.org.

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ESM Association's 62nd Annual Conference & Exhibit

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Conference Registration Categories (Circle One)	Fee Prior to 4/1/03	Fee After 4/1/03	
ESM Association Organization Member Chapter, General, Individual	\$645	\$670	
Register for the Conference and Join ESM Association Today! Includes membership through 12/03 for new Organization Members only	\$800	\$850	
Associate/Supplier Non-Exhibiting	\$945	\$970	
College Student	\$175	\$200	
Retired ESM Association Member	\$125	\$125	
One-day Registration \$ (day rate) X (number of days) = Check dates of attendance \Box 5/18 \Box 5/19 \Box 5/20	\$215	\$240	
	SUBTOTAL: \$		
Additional Events (Circle Your Choices)	Fee for Members	Fee for Non-Members	
Monday Special Event Sponsored by Universal Studios Theme Park	AL STUDIO	\$25	
Tuesday Special Event Sponsored by Anheuser-Busch's SeaWorld Orlando SeaWorld Orlando	orld. \$25	\$25	
Sunday: Erik Wahl's Unlocking the Art of Innovation Pre-Conference Works 8:00 a.m12:00 p.m.—Includes education and strategic-learning activities.	shop \$145	\$210	
Sunday: Carole Smith's Volunteerism Pre-Conference Workshop 8:00 a.m12:00 p.m.—Includes education and strategic-learning activities.	\$145	\$210	
	TOTAL: \$		

Submit a separate registration form for each person. Duplicate copies of this form will be accepted.

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd., Ste. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280. Cancellation: Full registration will be refunded if written cancellation notification is postmarked on or before 4/1/03. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Royal Pacific Resort at Universal Orlando® a Loews Hotel by calling (888) 331-3592. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Royal Pacific Resort at Universal Orlando® a Loews Hotel is \$135 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before 4/15/03. Children under 16 will only be allowed in the Exhibit Hall on FOR OFFICE USE ONLY 1 2 3 M

Your Guide to the Field

How to do just about anything related to employee services

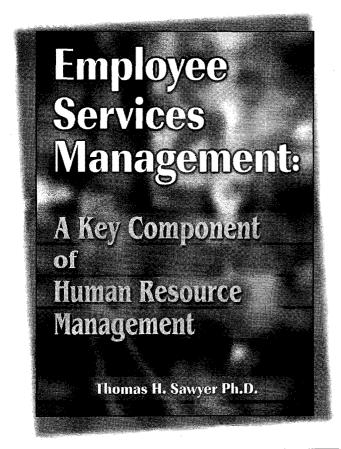
To keep employee services relevant to your company's recruitment and retention goals, tap into the hands-on lessons of experienced employee services managers found in Employee Services Management (ESM) Association Foundation's newest book, Employee Services Management: A Key Component of Human Resource Management.

Whether you are building a new employee services department or expanding an existing program, you will want to find out how Ashland Inc. used employee services to change its corporate culture and how Quaker Oats motivated employees and created positive results by linking its wellness incentives to its employee benefits packages. This book will guide employee services providers, step by step, through

implementing the types of employee services programs that have helped SAS Institute reduce turnover for years. Use checklists, templates and calculations to help you save time on major projects.

Through exercises in each chapter, you will learn how to shape an employee association, describe the eight legal duties of an employee services provider, determine the value of employee services, orchestrate successful programs, and more.

You know what innovative employee services can do for a company's reputation as an Employer of Choice, now order the only comprehensive resource that tells you how to implement each of ESM Association's "10 Components of a Well-Rounded Employee Services Program."



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Strategy for 2003

An Interview with Jack Poll, ESM Association's 2003 President

ack Poll, recreation and employee services manager, SAS Institute, Inc., Cary, NC, talks with ESM Association about his presidential goals, the challenges employee services providers face in maintaining support for existing programs and what it takes to emulate SAS Institute's well-known corporate culture.



As ESM Association President

ESM Magazine: What are your presidential goals? **Poll:** My goals are to solidify ESM Association as the expert and "organization of choice" for companies that value employee services programs. I believe we can grow the membership using direct peer-to-peer contact. I would also like to reenergize existing members by encouraging them to participate in the association.

Lastly, I want to identify former ESM Association members that the association believes can be strong members and get them with us.

ESM Magazine: How would you describe your leadership style?

Poll: I am a very hands-on, involved manager. I enjoy the development of programs from concept to final implementation.

The Strategy for 2003

As an ESM Association Member

ESM Magazine: How were you introduced to ESM Association?

Poll: David Russo, my first supervisor at SAS Institute, felt the association would provide the Fitness and Recreation Department with some educational tools for recreation and services. He gave me a membership application and some information about the association.

ESM Magazine: What can employee services providers obtain from attending ESM Association's Annual Conference & Exhibit?

Poll: At times, SAS Institute has taken specific program ideas from the conference. As most members will say, the conference speakers always present interesting facts and ideas. The educational sessions

and Exhibit Hall provide in-depth information for all levels of programming, while peer networking supplies thorough benchmarking.

In your career

ESM Magazine: Please explain SAS Institute's corporate culture and how employee services has evolved at your company?

Poll: SAS Institute's corporate culture focuses on work/life balance. Our services allow employees to maintain a healthy lifestyle, take care of daily hassles without leaving the office site, eliminate distractions from their work, and reduce stress.

The company is built on trust and flexibility. By allowing employees to work flexible schedules, they can take advantage of all the services offered. In turn, they are trusted to get their work done.

Sidebar A

SAS Institute's Award Winning Program

Recreation Facility: A 26,000-sq.-ft., onsite Recreation and Fitness Center (RFC) used by 90 percent of the company's employees; 70 percent use it on a regular basis.

Indoor Amenities: Ten-lane natatorium, gymnasium, Nautilus room, racquetball courts, locker rooms, aerobic exercise room, and a meeting place.

Outdoor Amenities: Soccer fields, softball fields, putting green, walking/jogging trails, and tennis courts.

Planned Activities: Ski trips in the U.S. and Europe, white water rafting, bus trip to the North Carolina Zoo, golf tournament, fishing rodeo, and outings to area baseball games for employees and their families.

Wellness Seminars: Preventing Marital Atrophy; Burn Prevention; Taking Control of Your Financial Life; Stress, Anxiety, and Panic—Where's the Tiger?; Surgery for Better Sight.

Special Services: Personal training, nutrition counseling, onsite massage therapy, and prenatal wellness program.

Discount Tickets: Area movie theaters, Disney World and other Southeast amusement parks, the Biltmore House, and other area events.

Regional Perk: SAS Institute pays for regional office employees (without onsite facilities) to join a local fitness center.

Awards: North Carolina Governor's Award for Fitness and Health in Business, ESM Association's Eastwood Award, the National Health Action Leadership Award, the Helping Children and Families Succeed Award, and formal recognition by the U.S. Senate and Childhelp USA for its prenatal wellness program.



Children of SAS Institute employees learn basketball techniques during one of SAS Institute's children's sports programs.

ESM Magazine: Which employee services functions do you oversee?

Poll: I oversee recreation, fitness, wellness, sports, onsite services, discounts, aquatics, and leisure. Each sports program consists of a competitive program, recreational program and when possible, an aquatic program. Our onsite services—such as hair salon services, clothing alterations and massage therapy—often save employees time or money. (See Sidebar A for a detailed description of SAS Institute's offerings.)

ESM Magazine: What are the titles and job responsibilities of the staff members you manage?

Poll: The Recreation and Fitness Department has 21 full-time positions and three part-time positions. I directly supervise three assistant managers, a wellness coordinator and aquatics coordinator.

ESM Magazine: How is your program funded?

Poll: Our program is completely subsidized by the company. As long as we work within the approved budget, my staff and I have the ability to implement programs that we feel will have the greatest impact on the employees.

ESM Magazine: How has the media attention SAS Institute has received for its corporate culture affected your position and your employee services program? How often do other company representatives visit your facilities to observe the culture?

Poll: Many people, internally and externally, have come to realize the importance of employee services to the success of SAS Institute. Rather than offer employ-

ee services to be recognized as a great place to work, we consider them an essential part of our business strategy. Each year, we receive dozens of benchmarking requests to tour our facilities, and we are able to accommodate many of them. Our customers receive first priority.

ESM Magazine: Although it seems SAS Institute provides every employee service, what new service would you like to implement to improve your program?

Poll: We continually evaluate all aspects of our program to change and grow. One area of growth we identified is personal services to save our employees time.

In the field

ESM Magazine: What perception do you think corporate America has concerning employee services? Does this image need to change? If so, in what way?

Poll: I think many companies are so concerned with justifying every penny spent, they often overlook the business value of employee services. Our president, James H. Goodnight, Ph.D., believes that by removing distractions and enabling employees to better balance their work and personal lives, they will be more productive and focused on their work. It's difficult for companies to make the move to this type of corporate culture when they haven't had these philosophies in place all along. More and more organizational experts are validating what SAS Institute's top management has known all along—if you treat employees like they make a difference to the company, they will make a difference to the company.



SAS Institute employees and their families enjoy the company's newly-constructed 17,000-sq.-ft., 10-lane natatorium.

The Strategy for 2003

ESM Magazine: Is it realistic to think that more companies could develop a similar philosophy toward work and appreciation for employees?

Poll: It's entirely realistic for companies to undergo significant cultural change, but it has to come from top management. Employees won't feel comfortable taking advantage of amenities if support of the amenities isn't ingrained in the management structure. At SAS Institute, we're fortunate that our president set the tone for our culture from day one.

ESM Magazine: With less than five percent turnover, how does SAS Institute view employee services in relation to recruitment and retention?

Poll: Employee services are an important part of our attraction and retention efforts, and they are an integral component of the SAS business model. Employee services play a significant role in SAS Institute's Employee Value Proposition, which includes competitive salaries, a robust benefit package, and services and amenities that enable employees to achieve a healthy work/life balance. We evaluate new programs based on their business value and usefulness to a large portion of the employee population. In a study of SAS Institute, Stanford Business Professor Jeffrey Pfeffer determined that by having such a low turnover rate, we save approximately \$75 million per year in recruiting, training and lost productivity. Employee services can certainly claim some credit for this savings.

ESM Magazine: How will the fluctuating economy affect SAS Institute's employee services program? How will the economy affect employee services in corporate America?

Poll: Overall, employee services may suffer, as they are not always recognized as contributors to the bottom line, but as expenses. In the companies where employee services are valued, existing programs will thrive.

ESM Magazine: How can employee services providers solidify their positions?

Poll: By making their programs so much a part of the fiber of the company that if the services did not exist, the company would not be the same.

ESM Magazine: What would you like to see for the future of employee services?

Poll: Employee services need to become more mainstream in the minds of upper level management so that they see the services provided as a solution to recruitment and retention issues and an investment for the company.



SAS Institute employees participate in "SAS Survivor," an employee fitness, team-building program.

Personal thoughts

ESM Magazine: What are your special interests? **Poll:** My wife and three sons take up most of my time away from work. I enjoy many different sports and outdoor activities including racquetball, golf, hiking, backpacking, and running.

ESM Magazine: Which employee services, recreation programs and/or work/life benefits have you utilized at your company to help balance your work and personal life?

Poll: I am very involved in our fitness and sports programs. I lift weights, run and utilize many different cardiovascular exercise machines. I also take advantage of our onsite services including our massage program, hair salon and shipping program.

ESM Magazine: What goals do you have for yourself personally and/or professionally?

Poll: My professional goals are to continue leading SAS Institute in the employee services area. I would also like to leave ESM Association as a strong and valued association. By encouraging more members to participate in the association, we will increase membership and enhance our member resources.

New Online New Online New Services

ESM Magazine's Keynotes, Buyer's Guide Update and ESM News departments are exclusively available online in the Member Resources Section of www.esmassn.org.

Logging on

Accessing the new online Member Resources Section is simple. Just log on to www.esmassn.org and click on the Member Resources Section button. You will be asked to provide an access code* that includes your five-digit member number and last name. Look for your member number on the mailing label of this issue.

Keynotes

Click on the Keynotes button for the latest workplace trends. Keynotes provides employee services managers with short articles detailing work issues, quick tips, statistics and quotes. Use this information to get organized, learn new concepts and justify your programs to management. The new online format also allows you to view an archive of previous Keynotes articles.

Buyer's **Guide** Update

Click on the Buyer's Guide button to obtain a monthly listing of new National Associate Members, including their contact information and product descriptions. Then, view the entire online Buyer's Guide for a complete listing of products and services to meet your outsourcing needs.

ESM News online

Be the first to know what's new with ESM Association. ESM News is your information source for the latest programs, services, events, and resources available to you as an ESM Association Member. Also discover how your peers are making waves within the organization.

Also in the Member Resources Section:

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Rear Recognition

Peers award human resource leaders with the field's highest honor

The National Academy of Human Resources (NAHR), Santa Fe, NM, installed its 11th class of Fellows, an honor considered the most prestigious in the field of human resources. The group honors the professional achievement of individuals and distinctive institutions in the field of human resources with an annual induction of Fellows. On November 7, 2002, the Academy inducted five new Fellows.

"The 11th class of Fellows consists of leaders who have reached the highest level of achievement in the human resource profession," said William J. Conaty, chair of the NAHR and senior vice president, corporate human resources, General Electric Co. He added, "These new Fellows are recognized by their peers for their distinguished contributions to the broad field of human resources. They all have outstanding reputations for shaping human resource management thinking and policy. We welcome them to the Academy."

The Fellows represent a wide range of professional backgrounds and are among the field's top practitioners and scholars. Fellow candidates are nominated by their peers each year, elected by the entire body of Academy Fellows and installed into the Academy during an annual ceremony.

The class of 2002

• Frank P. Cipolla, former director of the Center for Human Resources Management, the National Academy of Public Administration.



The National Academy of Human Resources (NAHR) 2002 class of Fellows are (from left to right): Frank P. Cipolla, Lea N. Soupata, Paul D. McKinnon, Ph.D., Jill Kanin-Lovers, and Michael A. Peel.

- Jill Kanin-Lovers, senior vice president, human resources and workplace management, Avon Products, Inc.
- Paul D. McKinnon, Ph.D., senior vice president, human resources, Dell Computer Corp.
- Michael A. Peel, senior vice president, human resources and corporate services, General Mills, Inc.
- Lea N. Soupata, senior vice president, human resources, United Parcel Service.

Honored organization

In addition to installing five new members, the Academy members honored the Human Resource Planning Society (HRPS) on its 25th anniversary. Based in New York City, the HRPS is a global network of human resource professionals dedicated to improving organizational performance through the application of strategic human resource practices. Walter J. Cleaver, president and chief executive officer, accepted the award.

New educational program

The NAHR Foundation also announced a new educational program entitled the Chief Human Resource Officer (CHRO) Academy. This by-invitation-only program offers top human resource executives an opportunity to meet with Academy Fellows and other experts to develop a personal plan that enhances the overall performance of their companies.

Conclusion

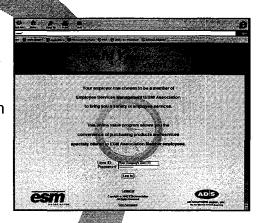
The NAHR Foundation conducts programs to improve the performance of the human resource profession and supports research that adds to the base of human resource knowledge.

For more information on the CHRO Academy or the NAHR, contact William Stewart Johnson, president, NAHR, Santa Fe, NM, at (505) 983-5603, NAHRHQ@aol.com or www.nationalacademyhr.org.

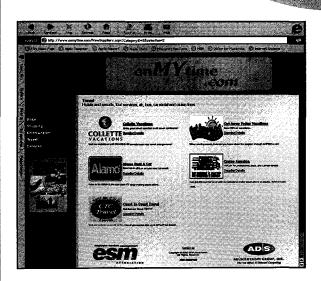
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For more information about this exciting new free service or to learn how to promote this program to your employees, view the online brochure at esmassn.org and e-mail info@onMYtime.com.



Another member benefit from

A family affair

The new Take Our Daughters and Sons to WorkSM Day asks children to ponder work/life issues

The Ms. Foundation for Women is launching Take Our Daughters and Sons to WorkSM on Thursday, April 24, 2003. One of the goals is to shed some light on the competing challenges of work and family, and to give girls and boys a head start on the journey toward successfully balancing family, work and community.

"Ten years of organizing Take Our Daughters to Work® Day has shown girls the wealth of opportunities available to them, but it isn't enough," says Marie C. Wilson, president, the Ms. Foundation for Women, New York, NY. "For girls to take full advantage of the opportunities the program helped to create, boys' lives must change as well. That's what our nation's daughters and sons want and expect," she explains.

Going co-ed

According to the survey research program *Ask the Children: Youth and Employment,* conducted by the Families and Work Institute, New York, NY, 81 percent of girls and almost 60 percent of boys said they will reduce their work hours if they have children in the future. For their expectations to be realized, there must be a shift in how

parents integrate and share work and family responsibilities. Men who participated in Take Our Daughters to Work® Day expressed their gratitude to the Ms. Foundation for Women because the program gave them their first opportunity to be a "public father" in the workplace. In fact, 40 percent of the adults who took girls to



work on this day were men. According to the survey, men often report that if they leave early for a parent-teacher conference or to care for an ailing relative, managers assume work is not their top priority. Men's stories echo what working women have been saying for decades—taking an active caregiving role in family life can limit job possibilities and chances for advancement.

"Take Our Daughters and Sons to Works" will ask the nation to reexamine these assumptions so future mothers and fathers can be involved in both their family and work lives without the pressures of societal constraints or judgments," Wilson says. The new program will also educate girls and boys about job possibilities, the realities of work and give them a glimpse of what the adults in their lives do in a work day.

Are children aware of how to meet the challenges of managing work and family life?

Event activities

The Ms. Foundation for Women worked with the Families and Work Institute to design activities for the first Take Our Daughters and Sons to WorkSM Day. The program, for girls and boys ages 8 to 12, introduces participants to the range of potential job opportunities, while asking children to consider how their future work will fit into their lives. The major goal of the activities is to encourage girls and boys to think today about how their dreams for tomorrowboth for their work and family lives—can be achieved. Among the activities are:

Conversation Café: Children are often asked, "What do you want to be when you grow up?" Employee services providers can plan an activity that goes a step further by asking young participants to consider what their workplace will look like in the future. Will they work indoors or outdoors? Their personal lives will affect job location as well. Will they live in the city, suburbs or country? Will they have pets?

Imagining the Future: Are children aware of how to meet the challenges of managing work and family life? Ask participants to find solutions for deciding whether to work late to finish an important project or attend a child's school play.

Ask the Adults: Turn young people into reporters and give them the opportunity to interview adults about experiences in managing work and home life.

Sample day at the office

On Take Our Daughters and Sons to WorkSM Day, show the next generation of employees how the company affects one's everyday life. Do employees make the cereal they eat or build the cars their

parents drive? Coordinate interactive programs such as a roundtable discussion, provide a guided tour of the office or have several departments conduct hands-on workshops based on their expertise. Here are some workshop ideas to incorporate into the day:

Employee Services: Ask employee services providers to create a checklist of decisions that need to be made in planning an employee event. Have the children break into groups; using the checklist, each group can plan an event for a specific company celebration.

Accounting: Have the Accounting Department create worksheets on how to manage a budget and explain the importance of money management.

Advertising/Marketing: Ask an advertising representative or the creative director to conduct a workshop that allows the girls and boys to learn about the advertising and marketing industry. Explain how it affects the company and then have girls and boys create their own advertisements or marketing materials. Bring samples of what the department has done in the past to provide a few helpful hints.

Human Resources: Have the human resource team conduct a workshop for team members to interview the children and vice versa. Take it a step further and incorporate the Ms. Foundation activity, "Ask the Adults."

Payroll: A member of the Payroll Department can demonstrate how employees are paid. Explain how time off is factored in (sick/personal/vacation), federal and state deductions, and savings plan deductions. Handouts can include sample timesheets and paychecks.

Public Relations: Have the public relations group work with the

children to write a pitch letter, press release or media advisory regarding a fun company event.

Communications: Have the students create a one-page newsletter or an idea for a brochure. Briefly explain what the publishing industry is and the importance of the Communications Department.

Information Technology: Show the girls and boys the company website and explain how it benefits the organization. For example, is it used primarily as a communications tool or is it a vital part of the company's sales strategy? Have the children work on either a website of their own or offer suggestions for creating a Take Our Daughters and Sons to Work^{5M} Day page for the company's site.

Conclusion

Take Our Daughters and Sons to WorkSM will encourage girls and boys to share their ideas and expectations about the workplace of the future with the companies that will someday employ them. The day's activities should be structured to help girls and boys articulate their ideas about having both a job and family. For more planning ideas, visit the Ms. Foundation for Women's Take Our Daughters and Sons to WorkSM website at www.DaughtersandSonstoWork.org. esm

For 30 years, the Ms. Foundation for Women, New York, NY, has conducted advocacy and public education campaigns, and provided direct resources to cutting-edge projects across the country to help create opportunities for women and girls. For inquires regarding Take Our Daughters and Sons to WorkSM, call (800) 676-7780 or e-mail tods@ms.foundation.org.

Planning

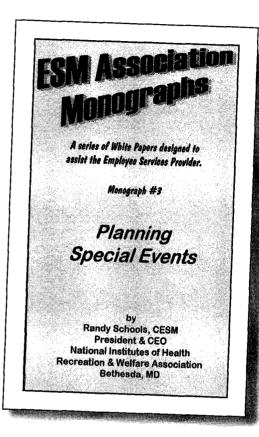
Special Events

 ${\sf S}$ pecial events are a component of employee services that bring employees, friends and families together. Special events not only promote a unified workforce, but they also boost morale by showing appreciation and rewarding employees for their work. Yet, without guidance, planning special events for a large employee base can be overwhelming, time consuming and costly. The third ESM Association Monograph, Planning Special Events, is a how-to guide that provides simple tips for planning successful special events. From selecting the perfect venue to developing a budget, this Monograph will help you plan memorable, enjoyable and cost-efficient events that will give your employees a sense of pride in the company.

Employee Services Management (ESM) Association's Monograph #3, Planning Special Events, by Randy Schools, CESM, president and CEO, National Institutes of Health, Recreation & Welfare Association, Bethesda, MD, advises on:

- Selecting an event site.
- Choosing the menu.
- Developing a budget.
- Evaluating the event.

This informative brochure is free to ESM Association Members. Also read Monograph #1, Obtaining Management Support for Employee Services, and Monograph #2, Convenience Services for Employees. View all three Monographs in the Member Resources Section of www.esmassn.org or order a hard copy from ESM Association.



Order Today!

Please send me my free copy of Monograph #3:
Planning Special Events

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prevent a family eldercare crisis. Parents can mask illness and declining abilities while on the telephone, in email exchanges or during short visits. However, shaky hands, unsteady feet and memory loss are more difficult to ignore during longer get-togethers. Take the time to visit with mom and dad to determine how they are coping with the obstacles of daily living.



While visiting

Take advantage of every moment you're together. Be observant, listen for clues and pay attention to how you feel while spending time with them. If your instincts tell you something is wrong, follow up. Here are some signs that indicate parents may need part-time or full-time assistance:

Unopened mail—Failing eyesight, memory lapses and hampered writing abilities are some of the reasons parents avoid opening mail and paying bills.

Spoiled food—A refrigerator with spoiled food or cupboards full of cans and boxes long past their expiration dates may indicate parents have little energy to shop or clean.

Forgetfulness—If they forget to take medications, lose their train of thought often or forget whether they've eaten, there might be a problem. If they tell you a favorite story for the 100th time, don't worry.

Stockpiling medications—Perhaps they're pinching pennies. Check expiration dates. Taking medicines improperly could also reveal memory loss.

Substantial weight loss or gain—This could indicate bad eating habits, depression or serious

health issues. If parents don't fix the nutritious meals they used to, that's a warning sign.

Untidy house and appearance—Dirty dishes and clutter, or an unkempt appearance such as soiled clothing and infrequent bathing, may be clues of forgetfulness, lack of energy and depression. If they never kept the house neat, it may not be an issue.

Lack of interest—If parents are uninterested in the hobbies they used to enjoy, the solution could be simple, such as mom needs new glasses or dad's leg hurts and he needs to see a doctor.

Mobility problems—Bumping into furniture, trouble getting out of chairs and cars, and falling may indicate illness or vision loss. Side effects of medications can also cause dizziness.

Unsafe driving—Frequent fender-benders are signs of slower reflex time and, possibly, vision and hearing loss.

What comes next

If some of these red flags apply to your parents, don't panic. Once in a while, we all forget details or put things off. However, when a pattern of behavior develops, it may be serious. The next step is to discuss these observations with your

parents. Although mentioning sensitive topics can be upsetting, it's a mistake to wait until a crisis occurs to make decisions and changes.

Plan ahead

Before visiting your parents, have a frank and open discussion with siblings and other family members. Tell them that you are thinking about mom and dad's long-term care and enlist as much assistance from

them as possible. Remind family members that you are in this together and that everyone can contribute. Send them a copy of this article and ask them to participate in making observations and listening for clues during family gatherings.

Manage the moment

Avoid initiating conversations with your parents during the first day of your visit. Instead, mention concerns a day or two later. Pick a quiet place where your parent can clearly hear you and a location with no distractions. Setting aside time to talk doesn't mean that you have to hold a formal meeting. Sometimes the best discussions take place while taking a walk, driving the car or puttering around the garden or kitchen. Try to avoid a restaurant setting, where uninterrupted conversations are practically impossible and parents may feel as though they are on the hot seat.

Ask questions

The best approach to opening up dialogue with parents is to ask questions. Choose your tone carefully. For example, "Mom, I noticed you were having trouble going up and down the stairs—

have you talked to anyone about that?" is more effective than ordering her to see a doctor.

When parents respond to your questions, give them your full attention. Curb the urge to interrupt. When they feel that you are listening, they are likely to tell you more. Silence can be a powerful communication tool.

Unfortunately, no matter how carefully you approach your parents, communication breakdowns can occur. If an argument erupts or your parents tell you to mind your own business, take a deep breath and say, "I love you and I'm on your side. Let's talk about this later." Meanwhile, don't let potential problems ruin your visit. There may

be a time to broach the subject again. Remember, your time with mom and dad is brief; enjoy it. **esm**

Author of the best-selling book, The Complete Eldercare Planner, Joy Loverde conducts onsite eldercare workshops for professionals. She is a regular guest on radio and television shows including The Today Show. Visit her website at www.elderindustry.com.

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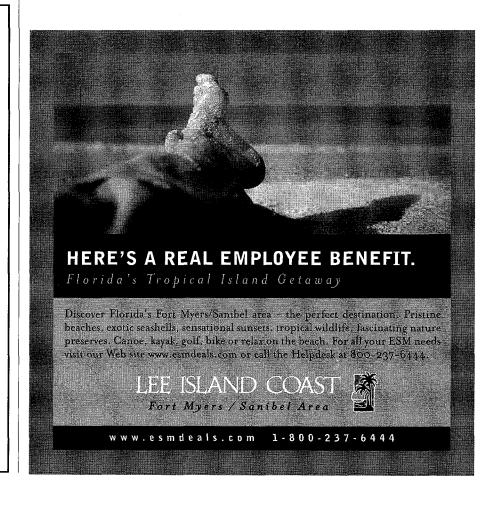


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Eldercare tips

Give employees advice on how to talk to aging parents about their health

By Joy Loverde

ary Smith, a senior account manager, is called out of a meeting to answer an important phone call. She returns minutes later explaining that there's been a family emergency and she must leave immediately. She doesn't provide details about the nature of the problem.

A few hours later, Mary calls from the airport. She is getting on a plane and assures you she'll only be gone a couple of days and promises to keep you posted. After three days, Mary calls and says it may be two or three weeks before she can return to work.

Eldercare at work

Caring for an aging parent or family member is a growing employment issue. A recent study by Hewitt Associates, Lincolnshire, IL, found that, in 1999, nearly half of employers surveyed (47 percent) provided some form of eldercare benefits. The maturing Baby Boom population promises to make eldercare the predominant workplace benefits issue of this century.

Productivity decreases when employees worry about the health of an elderly family member and they are usually afraid to tell anyone about the situation. To encour-



age eldercare planning, employee services providers can reprint the following information in the employee newsletter or post it on the company's intranet site. By addressing the range of predictable family caregiving scenarios, employees will find that most emergencies are preventable.

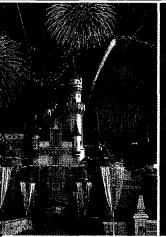
Do your parents need help?

Pondering the possibility that your parents need eldercare assistance is emotionally difficult; but making the effort to learn more about your parents' situation can

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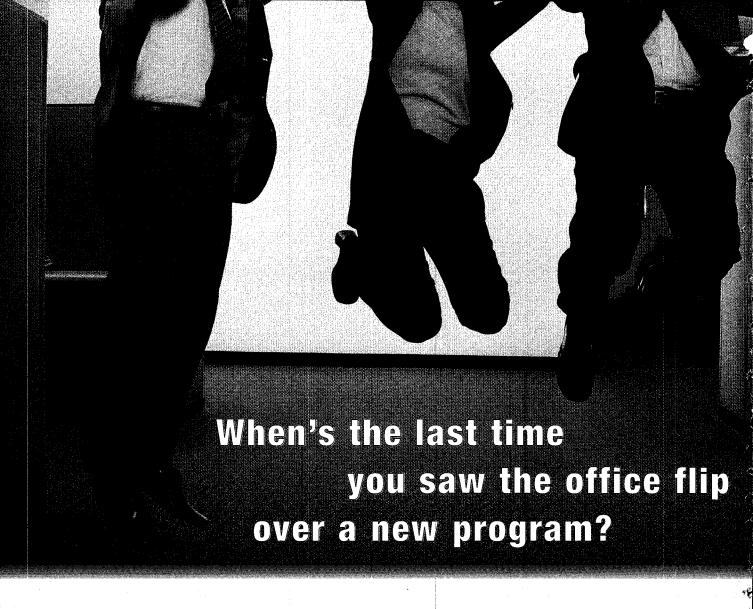
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How single employees prefer to travel

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Shopping On The Clock

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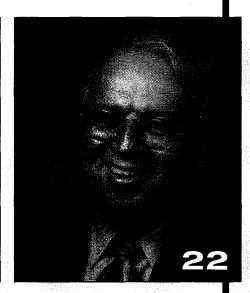
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Today's Internet-savvy employees expect their employee stores to remember their shopping preferences. Learn how to use technology to customize your store's products and services to meet employees' needs.

22 Best practices sessions

ESM Association members from the National Institutes of Health (NIH), State Farm Insurance Co. and Botsford Health Care Continuum present the details of their top employee services programs for attendees of ESM Association's 62nd Annual Conference & Exhibit.

26 Walk for wellness

National Employee Health and Fitness™ Day is May 21, 2003. The City of Buffalo, NY, celebrates the day with its annual event, Downtown Employees Wellness Walk. Use their planning ideas to implement a similar celebration at your workplace.

30 More for less

Read a list of suppliers that will exhibit at ESM Association's 62nd Annual Conference & Exhibit. Then, view the Exhibit Hall Floor Plan and map your route to the latest products and services for employee services programs.

Editor's **Note**



Get ready for ESM conference fun

y now, you've received the conference brochure for ESM Association's 62nd Annual Conference & Exhibit, May 18-21, 2003. You've read about the education topics, our high caliber of speakers and the networking opportunities. And, hopefully you've already signed up for the event. What you may not know, is just how exciting this year's event will be and exactly what to expect once you arrive in Orlando, FL. During ESM Association's Winter Board Meeting, I had the pleasure of visiting this year's conference site and special event locations. Here are my observations on the extra touches that make this conference a can't-miss event for employee services providers:

The Resort: From the moment you approach the main entrance, the Royal Pacific Resort at Universal Orlando® encompasses ESM Association's conference experience. Its laid-back style, breathtaking island motif and upbeat soundtrack set the stage for ESM Association's enthusiastic journey towards self-discovery. As a Loews Hotel, you can expect warm smiles and quality service. Experience the conference in full effect by staying at the resort. Once you step foot onto the grounds, you won't want to leave!

The Special Events: During the All-Attendee Reception, we'll travel to Pirate's Dinner Adventure. As a special guest of Princess Anita, attendees are invited to start off the evening with complimentary cocktails and a private appetizer buffet at the Pirate Museum. Watch out, pirates are usually pillaging and plundering in the area. With a crack of lightning and a jolt of thunder, the interactive event begins with the classic story of good versus evil. This Broadway-quality show is presented on an enormous, fully-rigged pirate's galleon. Guests will finish the night at the Pirate's Buccaneer Bash dance party.

During an Evening Event at Universal Studios Theme Parks, attendees will journey to a private outing at Islands of Adventure, Universal's hottest new theme park. Enjoy food, rides and fun at Marvel Super Hero Island, which incorporates unprecedented technology with popular comic book heroes and villains. As the sun goes down, the rides light up and high energy music sets the mood for experiencing revolutionary rides and attractions. Unwind with new friends as you dine on a delicious buffet dinner.

At an Evening Event at Anheuser-Busch's SeaWorld Orlando, enjoy a buffet dinner at SeaWorld's Ports of Call Gardens, a tranquil area surrounded by tropical landscaping. Then, visit Shamu Stadium to view the private and exclusive Spirit of Shamu Show—unseen by the general public. Afterwards, indulge in a dessert reception at Penguin Plaza and Kraken while a disc jockey entertains. Here, attendees can ride the two-year-old Kraken Penguin Encounter—the fastest, tallest, longest, and wildest floorless mega-coaster in Orlando and the first of its kind in the southeast.

A Great Value: The conference room rate at the Royal Pacific Resort at Universal Orlando® is \$135 per night—nearly one-third off the advertised room rate. Conference attendees will receive this rate three days before and after the event! From the resort, travel by foot or water taxi to Universal Studios Florida, Islands of Adventure and Universal CityWalk Orlando. Show your room key for preferred seating at all CityWalk dining establishments. Plus, each room booked for the ESM Association conference will receive a one-day CityWalk Party Pass for free cover charge at all the CityWalk clubs.

This year, the conference theme is Destination: YOU. This is the only educational event that will help you forge your own road toward exciting employee services. As if ESM Association's special touches are not enough, we've managed to pack all this excitement into a shorter conference, which means less time away from family and the office. Turn to p. 25 to register for the conference, remember to pre-register for the special events at www.esmassn.org and I'll see you in Orlando!

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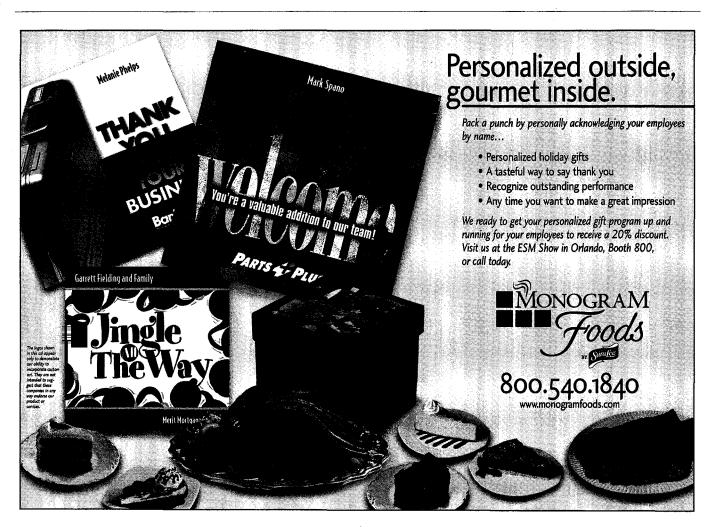
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Unlocking the Art of Innovation

Erik Wahl, president, The Wahl Group, San Diego, CA

Last year's highest-rated speaker graces the ESM Conference with a four-hour pre-conference workshop. With his artistic spin, Erik Wahl will show attendees how to make a difference at work. This training session will provide attendees with bold, innovative strategies to help them anticipate the challenges, changes and competition in today's dynamic workplace. Participants gain a renewed, innovative vision for the future. Wahl will motivate and energize attendees to utilize their own creativity to work smarter rather than harder. This fun environment allows attendees

to rediscover their own natural abilities to be creative and to learn how to apply creativity to their own personal and professional lives. Wahl breaks the workshop into these sections:

- Thinking Outside of the Box;
- What is Creativity?; Creativity 101;
- Reintroducing Creativity; Business 201;
- Rule Breaking Business Principles; and
- Application 301: Professional Application.

Activities include paradoxical games, teamwork exercises, group discussions, writing exercises, designing a business exercise, analysis, art activities, and personal application.

Volunteerism

Carole Smith, president, Carole Smith Connections, Inc., Washington, DC

If you've ever wondered how an award-winning employee volunteer program is designed, this pre-conference workshop is for you! In this four-hour session, you will acquire the tools to develop a new program or strengthen an existing one. Carole Smith, winner of the prestigious Points of Light Foundation's Award for Excellence in Corporate Community Service at Fannie Mae, leads this program. Using group exercises, writing exercises and group discussions, you will learn how to develop an effective strategic volunteer program that is tailored to your specific company's culture. The workshop will help you to:



- Identify the benefits your program can bring to your company, employees and community;
- Promote the program's benefits to management;
- Manage your program effectively;
- Formulate incentive policies such as recognition, release time and grants for service; and
- Evaluate your program's progress and impact.

Attendees will have an opportunity to hear about programs at Allstate and Time Warner from guest speakers who provide the practical know-how for developing a program.

Registration Fees: \$145 ESM Members/\$210 Nonmembers

The 10 Components

Employee Stores
Community Services
Convenience Services
Dependent Care
Recreation Programs
Recognition Programs
Special Events
Travel Services
Voluntary Benefits
Wellness

Enjoying the single life with travel

Singles take 27 percent of all U.S. trips; apply their travel preferences to your employee travel program.

People living in single households generated 152 million trips in the U.S. in 2001, according to the study *Travel Through the Life Stages*, conducted by the Travel Industry Association of America (TIA), Washington, DC. Oftentimes, when we think of singles, we think of 20-something adults, but this study examines the travel preferences of singles of all generations. TIA segmented the singles category into four age groups and reported their travel choices on modes of transportation, length of stays, spending habits, and more. When making decisions about the details of a group trip, employee services providers must know their employees' travel preferences. Consider using these findings to determine how single employees of all ages prefer to travel.

Who is "single?"

By definition, single households are comprised of persons who are single that may live alone or with a roommate. They do not necessarily take trips alone. Single traveling households account for 32 percent of all U.S. households and they generate 27 percent of all domestic trips.



Young Singles (ages 18-34)

- With an average age of 29, this group generated 47.1 million trips in 2001. Generation X travelers, between the ages of 25 and 34, take 84 percent of these trips.
- Many (39 percent) Young Singles trips consist of short getaways lasting one to two nights.

...employees and retirees of all ages are single and interested in traveling with coworkers through a company-sponsored travel program.

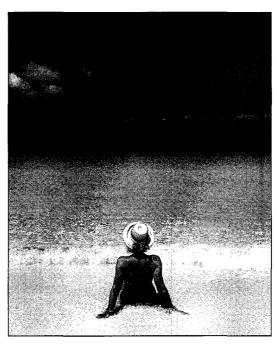
- Twenty-six percent of their trips are by air, while 61 percent are by car.
- Young Singles travelers are the most likely of all singles to include nightlife activities on their trips (23 percent).
- This group is technologically-savvy, with 76 percent of their trips taken by households that own a personal computer—the highest share among the singles groups.

Middle Singles (ages 35-54)

- With an average age of 45, Middle Singles represent the single Baby Boomer Generation. This group generated 47 million trips in 2001.
- Middle Singles spend the most of all singles age groups, with an average of \$462 per trip, not including cost of transportation. This is not surprising, since this group also has the highest household income of the singles groups.
- · Middle Singles are more likely than any other singles to travel for business (32 percent). Thus, their trips are more likely to be by air (28 percent) and/or include a hotel, motel or bed-and-breakfast stay (55 percent).

Older Working Singles (age 55+ and employed)

• With an average age of 64, Older Working Singles generated more than 26 million trips in 2001. Older Working Singles be- ! least likely of the singles groups to !



tween the ages of 55 and 64 took the majority of these trips (63 percent).

- Along with Older Retired Singles, Older Working Singles are more likely than younger singles to visit historical places or museums (14 percent) or attend cultural events or festivals (13 percent) on their trips.
- The majority of their trips (64) percent) last six nights or less.

Older Retired Singles (age 55+ and retired)

- The average age of this group is 72 and they generated nearly 32 million trips in 2001.
- Recreational vehicle (RV) ownership is most prevalent in this age group (12 percent).
- Older Retired Singles are

travel by air (17 percent), but are most likely to travel by bus (10 percent).

• Being retired, it is not surprising that this group has the longest trip lengthaveraging just over five nights. Across singles groups, Older Retired Singles' trips are most likely to either include day trips (26 percent) or last seven nights or more (19 percent).

Conclusion

Whether divorced, widowed or never married, employees and retirees of all ages are single and interested in traveling with coworkers through a company-sponsored travel pro-

gram. When planning travel programs, oftentimes an employee services provider's biggest challenge is presenting travel options that appeal to an entire workforce. By collecting information from employee surveys and research studies, such as Travel Through the Life Stages, employee services providers can eliminate the guesswork in making travel decisions for their workforce. esm

Travel Industry Association of America (TIA), Washington, DC, is a national, nonprofit organization representing all components of the \$537 billion travel industry. TIA's mission is to represent the U.S. travel industry and promote and facilitate increased travel to and within the U.S. For more information on this study, contact Cathy Keefe at (202) 408-2183 or ckeefe@tia.org.

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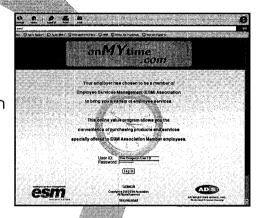
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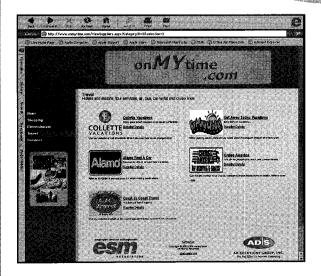
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Another member benefit from

Motivating your exhibit booth staff

Tips for inspiring teamwork and competition on the Exhibit Hall floor of ESM Association's 62nd Annual Conference & Exhibit

By Susan Friedmann, CSP

anaging exhibit booth staff in the Exhibit Hall of ESM Association's Annual Conference & Exhibit is often a case of survival of the fittest. Your sales team must remain upbeat for several hours during the two-day show. Keeping your team motivated can be challenging—especially at the end of each day and during the final Exhibit Hall hours when energy wanes and it's difficult to lure attendees into the booth.

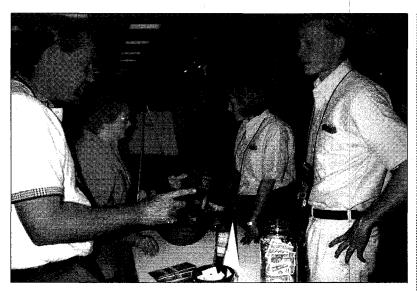
The stamina required for the duration of the show comes in three different forms: personal motivation, manager inspiration and team spirit. Examining these areas in greater detail will help you empower your sales team to maximize business opportunities in the Exhibit Hall.

Personal motivation

The key ingredient for motivating your exhibit booth staff before the show is simple—they must want to be there. All too often, management instructs employees to simply "show up" without communicating the exhibit's importance to



Exhibitors from Loews Cineplex Entertainment, Boston, MA, use their winning smiles to welcome conference attendees.



The exhibit booth staff from Get Away Today Vacations, South Ogden, UT, works as a team to assist inquisitive customers.

the company or its correlation to the bottom line. As a result, sales people view the show as an interference with their normal selling routine rather than an opportunity to obtain new business. This attitude transfers to the Exhibit Hall floor when the staff's body language demonstrates to attendees just how they feel—that being in your company's booth is a futile and unimportant exercise.

In addition to having a desire to attend the event, each staff member should have at least one personal goal he or she would like to achieve during the show. This exercise not only increases accountability and diminishes unproductive habits, but it also builds motivation. At pre-show meetings, encourage the sales staff to share their goals with the group. Then, at debriefing and post-show meetings, ask them to report on their achievements.

Remember that everyone representing your company is an ambassador. By being helpful, courteous and having a professional demeanor, the sales team can strengthen the company's image

and gain new customers. Therefore, sales managers should select exhibit booth staff based on their superior knowledge of the company's products and services.

Manager inspiration

When top management is supportive of the company's tradeshow activities—and takes an active role by attending the show, assisting in the booth and participating in training programs and pre- and post-show activitiestheir enthusiasm is contagious. A critical element of motivational success is letting the team know what management expects of them at the show and then providing the training necessary for them to perform their jobs effectively. Then, when opportunity meets preparation, sales managers can expect remarkable results. Successful people aren't born...they're trained.

Management is responsible for creating a positive, enjoyable and reinforcing environment and to realize that it takes more than an incentive to succeed. Sales managers must build individual relationships with staff members and

determine what motivates them. Studies show that employees are motivated more by personal recognition than money. Rewards and personal recognition encourage higher levels of performance.

Plan to reward accomplishments such as achieving company exhibiting goals, obtaining new orders and gaining qualified leads. For example, every day of a show, one sales manager rewarded the top three booth staffers with Montblanc pens. Competition was high and staff members began recommending winners after observing their colleagues' work.

Team spirit

Everyone in the booth should work together as a team and help each other. Prior to the show, allow time for the sales team to become acquainted, develop a level of trust and understand each other's strengths. Strive for a group consciousness of the company's exhibiting goals. Team members should feel comfortable expressing themselves and understand that they play an integral role in the overall success of the program.

If the sales group is large, divide the group into teams so that employees from the technology and sales departments work alongside each other. Encourage each team to establish plans of action for working the show and promote a certain amount of autonomy within the groups. Sales managers must create an environment of camaraderie where the staff, as a team, will want to pull out all the stops to succeed and set themselves apart from the competition.

Encourage team members to coach each other. For example, sales managers can ask team members to point out negative non-verbal behavior or create games that foster competitiveness amongst the teams. After each day, hold review

sessions where team members give and receive feedback to improve past performance and increase sales each day. Individual achievement is worth group recognition.

Conclusion

As you think about how to best inspire boundless enthusiasm and encourage your sales staff to demonstrate a positive attitude on

the Exhibit Hall floor, remember the winning combination—motivation moves people and recognition boosts productivity. Create fun and effective recognition and motivational tools and success will surely follow.

Susan Friedmann, CSP, is a "how to" coach specializing in the tradeshow industry. Known as "The Tradeshow Coach," she works with organizations

that want to boost their exhibiting results by attracting new business. Friedmann can be reached at (518) 523-1320, susan@thetradeshowcoach.com or www.thetradeshowcoach.com.

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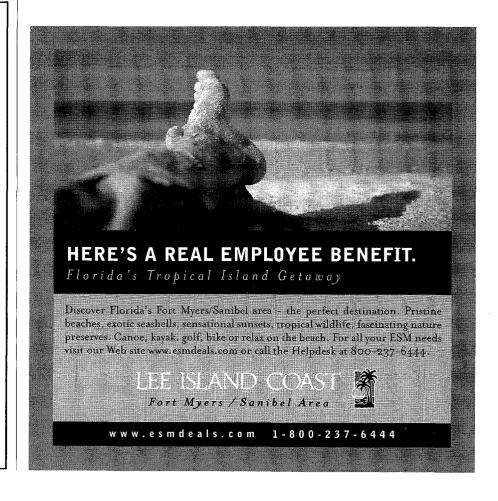


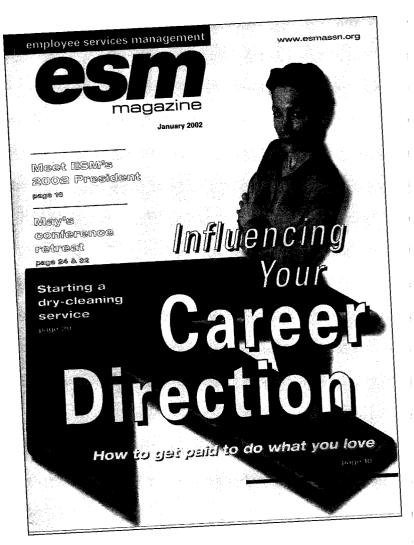
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Employee Store Trends



5 Shopper ophisticate

How today's Internet-savvy customers are affecting the world of employee store retailing and what store managers can do to meet their needs

By Lynne D. Schwabe

mployee stores are a key employee service that companies can use to gain information about employees and uncover the secrets to a satisfied workforce. Through employee stores, a tremendous opportunity exists for "loyalizing" employees, rewarding them for long-time service and creating incentives for employees to remain with the company. Identifying the information you need to know about your customers and applying that information will enable your employee store to increase sales and solidify a position within the organization as a significant employee retention mechanism.

Customer Relationship Management (CRM)

Employee store managers have taken steps to become more customer-driven in their strategies and operations. Yet, store managers who collect data about customers don't always know how to use the information to make better, faster decisions about product assortments, store location and design, pricing, and promotions. Store managers who use data most efficiently will be better positioned to increase sales. Successful CRM programs concentrate on four major areas:

- Identifying customers
- Differentiating one customer from another through a ranking system
- Interacting with customers and recording information from these interactions
- * Customizing products and customer service according to what customers indicate they want.

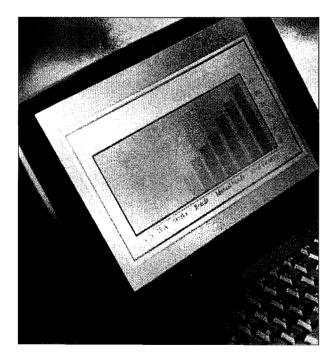
Information Technology (IT)

New and better CRM software systems abound; store managers will find that determining what they want to know about their customers and putting that information to good use is difficult. Today, it's all about having an automated connection from customer to store by receiving shoppers' feedback on product and service specifications. At the heart of any IT effort should be substantive inventory management control systems that also offer CRM capabilities. At the most basic, store managers must understand how to mine data to determine such factors as inventory control; buying and cash flow; profit margins and inventory turn; purchasing power; distribution; and inter-store exchanges.

E-commerce

E-commerce continues to thrive. According to the survey *State of Online Retailing*, conducted by the National Retail Federation (NRF), Washington, DC, consumers are finding online shopping more fulfilling, with 85 percent of online buyers "very" or "somewhat" satisfied with their buying experience. Retailers have improved customers' online buying experience, resulting in increased sales. NRF's *Shop.org/BizRate.com 2002 Online Holiday Mood Study* reports that 60 percent of retailers cited "free shipping with conditions" as the most successful promotion for driving e-business. Both e-mail and search engines continue to hold top spots as vehicles for communicating promotions.

Even if employee stores offer convenience and competitive pricing, Internet retailing is affecting traditional buying patterns. Arguably, customers have less resistance to stores that offer them what they want, when they want it and onsite, but it behooves employee store managers to understand just how online retailing is competing for customer attention and whether an online component would comprise a successful business strategy.





Multivariable Testing (MVT)

MVT—using advanced mathematics and sampling theory to test multiple retailing concepts—helps store managers identify areas in which they are spending money without yielding results and determine what steps they can take to increase profitability. MVT systems allow retailers to test up to 40 different retailing ideas simultaneously and determine which ones will impact sales and how. This is an important capability, given that a significant portion of changes store managers implement—with the intention of improving their business—end up harming it instead. For example, a grocery retailer decided to drive doughnut sales by setting up a doughnut display near its registers. Indeed, doughnut sales soared, but the store's bakery sales declined sharply, since shoppers bypassed the bakery and picked up their doughnuts on the way out of the store. New MVT systems allow store managers to concurrently test changes in store layout, lighting, training, payroll, financing, and more.

In addition to challenging conventional wisdom, MVT's findings deliver business improvement and yield a rapid return on investment. The system isn't cheap, and it's not one that smaller organizations would even consider testing. However, the impact of MVT and developing systems similar to MVT should revolutionize conventional business analysis. Although MVT won't replace a store manager's wisdom and judgment, it can take politics and subjectivity out of the equation. For example, many store managers react to declining sales by increasing promotions. MVT allows them to identify which promotions are most effective, decide how best to communicate price and determine the right advertising mix.

Shopper Sophisticate

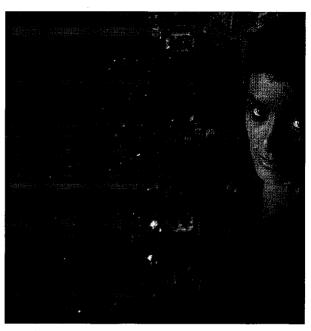
Customer behavior

In the spirit of Paco Underhill—author of *Why We Buy: The Science of Shopping*—everyone is attempting to predict the American consumer's state of mind. According to the Int'l. Housewares Association (IHA), Rosemont, IL, the after-effects of September 11, 2001 strengthened the "cocoon boom," a trend that started years earlier as Americans transformed their homes into a family haven and retreat from the outside world. "Products that encourage family togetherness, promote quality family time, support family traditions, and enable people to connect will do well this year," says A.J. Riedel, senior partner and founder of Riedel Marketing Group and editor of IHA's Housewares MarketWatch newsletter.

In the meantime, Pam Danziger, president of Unity Marketing, Stevens, PA, says cocooning "is passing in favor of a new age of 'butterflies'—consumers who seek to reconnect with worlds." In other words, as much else connected with retailing today, it's difficult to know who has the right answer.

Although most consumer behavior is difficult to predict, research shows the majority of customers desire store service adapted to their personal needs. Customers who make online purchases via personalized shopping websites, such as Amazon.com, have come to expect that store managers recognize them as returning customers and "remember" their preferences.

The shift of power to the customer, the effects of the economy and the Internet have dramatically changed the business landscape of the retail industry. Consumers are more knowledgeable, as the Internet



continues to provide them with the ability to make better decisions. What this means is that nothing will stay the same. Consumers' expectations will continue to grow and how effectively store managers meet these demands will determine their business success.

The boundaryless business

It's a competitive necessity for store managers to be in touch with their customers, collaborative with suppliers and agile in a rapidly-changing business environment. Those who can juggle these challenges suc-

MEET THE AUTHOR

Speaker:

Lynne D. Schwabe

Event:

ESM Association's 62nd Annual Conference & Exhibit

Date:

May 18-21, 2003

Location:

Royal Pacific Resort at Universal Orlando®, a Loews Hotel, Orlando, FL

Employee Store Workshop

Establishing an employee store, or even just figuring out what is essential for a successful employee store, can be daunting. Explore the necessities of successful store management including understanding your customers; merchandising effectively; managing and training employees; gaining control of the numbers; and keeping up with the competition.

Employee Stores—Retail Tips and Trends

The one sure thing about retailing is that it's always changing. This overview of the hot trends in retailing today addresses what's new in customer service, customer management, customer behavior, and merchandising. Schwabe will also share information on best selling items across the country and make suggestions on how to make your store more appealing to customers.

See p. 25 to register

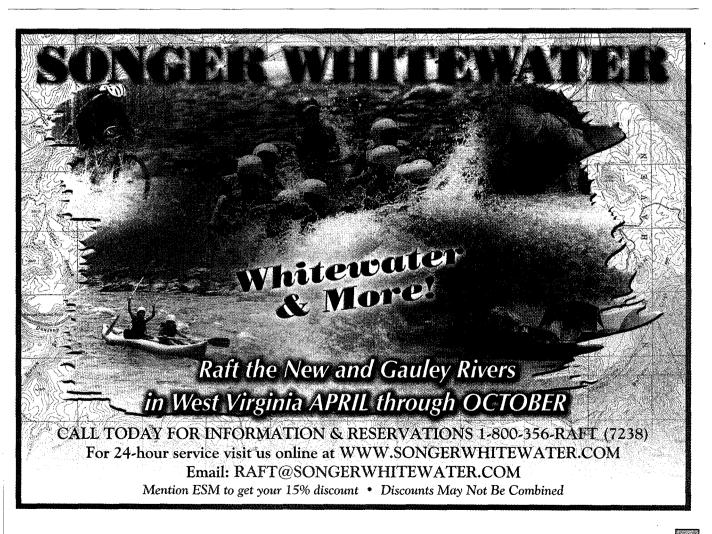
cessfully, creating a wholly integrated enterprise, will turn a competitive necessity into a competitive advantage. Again, this means having a technology infrastructure that enables you to capture and organize customer data to identify individual employees and their relationships with your products and services.

In addition to knowing your customers and their buying history, employee store managers should track how often customers order via phone, Internet, catalogs, and in the store. Most importantly, you must understand their preferences and customize the store's service accordingly. You will become more knowledgeable with every customer interaction and improve your ability to fit the store's product to a particular customer need. Obviously, this leads to cultivating individual relationships with each customer, but the bigger picture includes understanding your customers' buying patterns, which allows you to control product distribution and inventory.

This seamlessness not only facilitates transactions, but it strengthens customer loyalty. Customers will think, "This store knows what I like." When the store's

operation isn't seamless, customers focus on price. While employee stores may hold their own in price competitions, that's a shaky foundation on which to build long-term success. Since constant change is the bellwether of retailing, successful store managers must reflect currents of change in every aspect of their business by understanding and taking superior care of customers. The strengths and weaknesses of these relationships will determine the long-term profitability and success of your employee store.

Lynne D. Schwabe, president, Lynne D. Schwabe & Co., Middleburg, VA, is a nationally recognized speaker and author. She teaches customer service, management and marketing skills in her customized seminars and training programs. Schwabe is also the producer of a critically acclaimed training video series and a columnist for several national trade publications. She can be reached at (540) 687-3876 or lds@lobsterville.com.



employee services management



Employee Stores

Community Services

Convenience Services

Dependent Care

Recreation Programs

Recognition Programs

Special Events

Travel Services

Voluntary Benefits

Wellness

Employee Services Management (ESM) Association formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteeish and turnover. The association produces a magazine Employee Services Management, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

To receive information about becoming a member of ESM Association, contact:

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ESM Association's 62nd Annual Conference & Exhibit presents



Program ideas and benchmarking information from employee services experts

hift gears and allow yourself to sit in the passenger's seat as expert employee services providers take you on a journey through their programs. The Best Practices Sessions at ESM Association's 62nd Annual Conference & Exhibit provide benchmarking information that gives you an in-depth look at your peers' outstanding programs. ESM Association chose these employee services providers based on their strong overall programs and facilities, management support, programs covering most of ESM Association's "10 Components of a Well-Rounded Employee Services Program," professional staff, and length of existence. These leaders will share how their programs helped pave the road to content and motivated workforces.

These leaders will share how their programs helped pave the road to content and motivated workforces.

Sidebar A



Two agencies, one association

Company: National Institutes of Health (NIH) Recreation and Welfare Association, Bethesda, MD

Presenter: Randy Schools, CESM, president and CEO and ESM Association past president

For years, the National Institutes of Health (NIH) and the National Oceanic and Atmospheric Administrations' employee services programs have been on the cutting edge. Serving over 30,000 employees, the government agencies' Recreation and Welfare Association has six employee stores, two fitness centers, 35 special interest clubs and is involved in over 40 special events each year. The association assists the three nonprofits at NIH (The Children's Inn, Special Love—Camp Fantastic and Friends of the Clinical Center) in raising close to one million dollars. Randy Schools, CESM, will present the details of the self-sufficient association's governance, budgeting, organizational procedures, and volunteer program.

Programs for small-city living



Company: State Farm Insurance Co., Bloomington, IL Presenter: Helen Patton, supervisor III activities

A big company, a small staff, hundreds of volunteers, and a positive attitude equal an award-winning program. State Farm Insurance Co.'s Corporate

Headquarters, in Bloomington, IL, employs over 15,000 and serves over 37,000 customers made up of employees, family members and retirees. Come hear how Helen Patton's staff meets challenges as she discusses her department's focus and how she follows company policy. Patton will identify the variety of events that gives all employees the opportunity to be involved. In 1998, ESM Association presented the State Farm Employees Association with the prestigious Eastwood Award for the most outstanding employee services program of the year following the 1997 celebration of the State Farm Employee Association's 50th Anniversary. Attendees will hear how this creative staff develops the right tools for volunteers, utilizes company resources and keeps a positive focus in times of change.

SPEED BENCHMARKING

Accelerate your benchmarking efforts during the Strategic Networking Forum at ESM Association's 62nd Annual Conference & Exhibit. Enjoy a small-group setting as facilitators lead discussions on timely topics during three formal time slots.

Session I

- Sharing Community Service Ideas
- Surveys as Tools
- Vendor Fairs
- Labor Issues as They Relate to Employee Services
- Special Events/Parties/Theme Ideas
- Employee Store Issues

Session II

- Sharing Community Service Ideas
- Retirees as a Resource
- 24/7 Employee Services
- Special Events/Parties/Theme Ideas
- Justifying Your Programs
- Employee Store Issues

Session III

- Sharing Community Service Ideas
- Employee Clubs/Associations
- Special Events/Parties/Theme Ideas
- Innovative Recognition Ideas
- Employee Store Issues
- Ask the Experts
- Latest in Work/Life Trends

Meeting varied needs

Company: Botsford Health Care Continuum, Farmington Hills, MI Presenter: Beverly Weiss, CESM, corporate director of employee services and ESM Association past president

Attend this session to learn how Beverly Weiss' staff views



challenges as opportunities, budget cuts as incentives and develops unique partnerships to expand programs and services to unbelievable levels of growth. Corporate Employee Services at Botsford Health Care Continuum serves 2,500 Botsford General Hospital

Best Practices Sessions

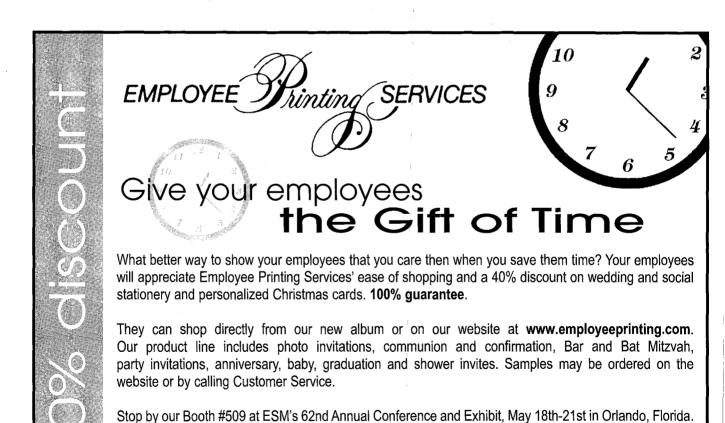
employees, 350 Community Emergency Medical Services employees and 250 Botsford Continuing Health Center employees. The needs vary from the hospital to the ambulance company to the senior community—comprised of condominiums, apartments and several levels of nurses' care. The employee services programming encompasses three stores, a childcare center, recognition, diversity, travel and recreation, discount sales, community service, employee health, pastoral ministries, and special events. Most of what Weiss has accomplished can work for you.

destination ESM Association's 62nd Annual Conference & Exhibit and enjoy knowledge-enhancing sessions, networking, benchmarking, and much more. See p. 25 to register today for the opportunity to take home innovative ideas that will help you create a satisfied and productive workforce.

Christina Higby is editorial assistant of Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or christinahigby@esmassn.org.

Conclusion

The Best Practices Sessions will give you the confidence to take your employee services program to a whole new level. On May 18-21, 2003, make your



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Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd., Ste. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280. Cancellation: Full registration will be refunded if written cancellation notification is postmarked on or before 4/1/03. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Royal Pacific Resort at Universal Orlando® a Loews Hotel by calling (888) 331-3592. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Royal Pacific Resort at Universal Orlando® a Loews Hotel is \$135 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before 4/15/03. Children under 16 will only be allowed in the Exhibit Hall on FOR OFFICE USE ONLY Tuesday, 5/20/03.

Walk for Walk (s)

National Employee Health and Fitness™ Day—Buffalo, NY style. A community unites to encourage healthy living in the workplace.

By Philip L. Haberstro and Valerie D. Cwiklinski

May 21, 2003 will mark the 15th anniversary celebration of National Employee Health and Fitness™ Day. Local organizers in Buffalo, NY, help celebrate the day by planning the annual Downtown Employees Wellness Walk, co-sponsored by the Wellness Institute of Greater Buffalo and the City of Buffalo Employee Wellness Program (B-Well). During this event, nearly 350 employees working in the downtown area gather in front of City Hall to participate in a 30-minute walk through Buffalo's Pedestrian Mall. Before returning to work, they enjoy an outdoor post-walk celebration offering health resources, prizes, food, and fun.

From the installation of National Employee Health and Fitness™ Day in 1989, Buffalo's celebration of the day has positively influenced the city's workforce with planning, partnership, promotion, and an ever-improving event. This article provides readers with a case study of how one American community transformed employee health and physical activity into an annual urban tradition and "rite of spring."

The first steps

Planning the National Employee Health and Fitness™ Day celebration begins at the conclusion of each year's event. The process begins with a Wellness Institute team meeting and debriefing. Team members then



Participants of the Downtown Employees Wellness Walk meet at Niagara Square at Buffalo City Hall, NY.

speak with past participants to gather feedback on how the Wellness Institute and B-Well can improve next year's event.

The formal planning process begins in January by establishing goals, a budget, timeline, and clarifying tasks and staff responsibilities. In February, Wellness Institute team members solicit potential partners, write letters to various city agencies for permits and city services, and review the promotion plan. By March, promotion begins and local organizers finalize the selection of a Walk Leader, who is usually a prominent community figure who will draw attendees to the event. Past Walk Leaders include CEOs from major businesses, City of Buffalo Mayors Anthony M. Masiello (1994-present) and James Griffin (1978-1993), City Council Members, and local news personalities. This year's Walk Leader is Donald Boswell, CEO, WNED, Buffalo's Public Broadcast Station.

April and May are spent fine-tuning details, including site layout, continuous promotion, and planning for the day before and the day of the event. One of the real assets of this process is that Wellness Institute team members keep detailed records of year-to-year planning activities. As a result, much of what organizers need to accomplish is routine, allowing them to focus on local partners, promotion and the final product.

A community effort

Wellness Institute team members strive to incorporate public, private and nonprofit-sector participation. The ever-expanding list of partners include The New York State Physical Activity Coalition, the local Erie County Physical Activity Coalition, the Buffalo Police Department, community organizations as exhibitors, and college interns. Because the walk has a high attendance, exhibitors truly benefit from the event. Over the years, several exhibitors have reported increased business with downtown employers. Numerous community businesses, including Chef's Restaurant and The Buffalo Philharmonic Orchestra, donate door prizes and healthy snacks to walkers. Perry's low-fat ice cream joins a list of product donations presented during the post-walk celebration.

Spreading the news

The Wellness Institute and B-Well begin their promotion in March via press releases, TV and radio talk shows, and table tents. Their efforts continue right up until the night before the event with a media alert and phone calls to the press the morning of the walk. They generate excitement in the community with event T-shirts and posters displaying the National Employee Health and FitnessTM Day theme. The Wellness Institute announces the identity of the Walk Leader to attract



Celebrating National Employee Health and Fitness™ Day, walkers trek through downtown Buffalo's Pedestrian Mall.

media attention and gain participants. Due to local media coverage at the event, attendance over the years has risen from 150 to an average of 350 walkers.

The main event

With exhibitors setting up their health and wellness products, volunteers in need of direction and walkers preparing for the 30-minute walk, National Employee Health and Fitness™ is a full day for local organizers. Their work begins at 7:00 a.m. with preparing materials and bringing tables out to Niagara Square in front of City Hall. Wellness Institute team members set up balloons, banners, waste receptacles, a sound system, and tables loaded with food and door prizes. Exhibitors begin arriving before 10:00 a.m. and Niagara Square is swarming with people by noon.

At 12:05 p.m., following the Walk Leader's brief welcome, a Buffalo Police escort leads walkers on a 30-minute journey through downtown Buffalo's Pedestrian Mall. Walkers enjoy excellent public art and Louis



Local exhibitors offer health resources and products to downtown Buffalo employees.

Walk few Walkings

Sullivan architecture before returning to Niagara Square for a 30-minute post-walk celebration. Here, donating companies treat participants to snacks and door-prize drawings. The festivities end by 1:00 p.m. so employees can return to work.

In its 14-year history, local organizers cancelled the outdoor walk one time due to poor weather. Instead of walking that year, a team of volunteers went into Buffalo City Hall to distribute prizes and giveaways to employees and attendees of a working session of the Buffalo City Council.

Conclusion

Overall, this event supports the Wellness Institute's mission of improving health while promoting the Surgeon General's Report that recommends 30 minutes of moderate physical activity per day. Quality of life issues are increasingly important to communities

and employees. Employers who recognize National Employee Health and Fitness™ Day through programs similar to Downtown Employees Wellness Walk help enhance employees' quality of life. With the assistance of employees, exhibitors, partners, and the media, Buffalo's celebration of this day is now part of the downtown community culture and a successful event that achieves the Wellness Institute's goal of encouraging employers to be proactive with employee health.

Philip L. Haberstro is president of National Health Association for Health and Fitness, Indianapolis, IN, and Valerie D. Cwiklinski is worksite health promotion coordinator for Wellness Institute of Greater Buffalo, NY. You may contact them at (716) 851-4052 or visit www.nysphysicalactivity.org for more information. E-mail Haberstro at nyspac@citybuffalo.org or Cwiklinski at vcwiklinski@city-buffalo.org.

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implementing the types of employee services programs that have helped SAS Institute reduce turnover for years. Use checklists, templates and calculations to help you save time on major projects.

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ESM Association's Exhibit Hall gives attendees more products and services with less time away from the office

his year, the Exhibit Hall hours at ESM Association's 62nd Annual Conference & Exhibit are more compact to help you focus on making contacts with innovative suppliers. This means more products and services to choose from with less time away from work. During the Exhibit Hall Grand Opening, May 19, and the Exhibit Hall Finale, May 20, plan to visit a multitude of suppliers presenting innovative employee programs, products, convenience services, and discount options. The Exhibit Hall hours are an ideal time to collect information and test new products. Take this opportunity to schedule private meeting: with individual suppliers to discuss the specifics of your program and to identify you needs. ESM Association's network of exhibitors will help you create programs the appeal directly to your workforce. Read which companies have secured booths (as opress time) and plan a strategy to expand your program with new services.



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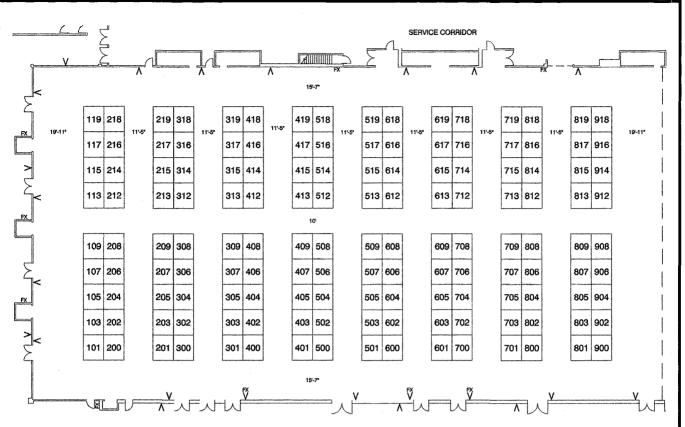
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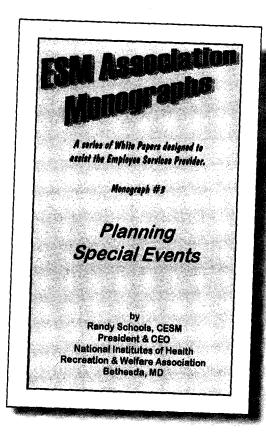
Planing Special Events

 ${\sf S}$ pecial events are a component of employee services that bring employees, friends and families together. Special events not only promote a unified workforce, but they also boost morale by showing appreciation and rewarding employees for their work. Yet, without guidance, planning special events for a large employee base can be overwhelming, time consuming and costly. The third ESM Association Monograph, Planning Special Events, is a how-to guide that provides simple tips for planning successful special events. From selecting the perfect venue to developing a budget, this Monograph will help you plan memorable, enjoyable and cost-efficient events that will give your employees a sense of pride in the company.

Employee Services Management (ESM) Association's Monograph #3, Planning Special Events, by Randy Schools, CESM, president and CEO, National Institutes of Health, Recreation & Welfare Association, Bethesda, MD, advises on:

- Selecting an event site.
- Choosing the menu.
- Developing a budget.
- Evaluating the event.

This informative brochure is free to ESM Association Members. Also read Monograph #1, Obtaining Management Support for Employee Services, and Monograph #2, Convenience Services for Employees. View all three Monographs in the Member Resources Section of www.esmassn.org or order a hard copy from ESM Association.



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☐ This brochure is the third in a series of ESM Association Monographs. Please check here if you are interested in receiving Monographs on other employee services topics.

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CONTINUED FROM PAGE 36

Sidebar A

Is it motivation or manipulation?

Employees can recognize a company's deceptive motivational efforts. Ask yourself the following questions to determine if your motivational programs are sincere or if management is spearheading these programs to mask corporate demise:

- 1. Does the workplace exemplify equality?
- 2. Are members of upper management authentic in all they say and do?
- 3. Do compensation plans address employees' immediate needs?
- 4. Does the business recognize employees' needs for life balance?
- 5. Does the company offer a secure environment where employees' needn't fear layoffs?

Financially sound companies that offer all five dynamics will recruit and retain Generations X and Y successfully. However, companies that promote inequality and corruption; offer pay plans that serve the company, not the people; do not offer employee services; and fail to create a secure environment will likely continue to manipulate, rather than motivate, employees.

Five dynamics that motivate

Equality: The culture of World Savings, Oakland, CA, was founded solely on the idea of equality. As Co-CEOs Herb and Marion Sandler say, "In this company, everyone checks their ego at the door and advancement and compensation truly happen because of merit—not pedigree, ethnicity or brown nosing." This philosophy empowers employees to make a difference in the company.

Authenticity: The Warehouse Group, New Zealand, prides itself on its sick policy—if you're ill, stay home; if you' re not ill, come to work. Management's understanding of employees' health issues

and their need to tend to them, has helped keep turnover low and morale high.

Immediate needs: More than 40 U.S. steelmakers filed for bankruptcy protection in the past few years. Yet, Nucor, Charlotte, NC, has been profitable for 132 consecutive quarters, has taken the length of time required to make a ton of steel from 11 hours to 30 minutes and their average steelworker earns \$80,000 annually, with some making over \$100,000. Every steelworker is part of a team and each team member's weekly paycheck reflects how much steel the team produced the week before. In other words, management does not make employees wait for quarter-end or year-end bonuses. Steelworkers immediately benefit from the results of their weekly efforts.

Life balances: The world's most productive companies have employee programs that allow workers to balance work with the demands of family and life. They also provide benefits for part-time employees and strongly encourage their workers to be actively involved in community service. Each year, Nucor donates \$2,500 to every child of every employee who is enrolled in a trade school, college or university.

Security: Only toward the end of my research did I realize that all the highly productive companies shared two incredulous traits. Each has a policy of no layoffs and refuses to balance the company checkbook on the backs of its employees.

Conclusion

The 20th century psychologist Dr. Abraham Maslow is best known for his theory of the Hierarchy of Needs. His pioneering work in the 1960s theorized that only when people's basic needs of food, clothing, shelter, and safety are met are they able to concern themselves with the achievement of self-actualization and the need to achieve their full potential. Promising employees that as long as they produce, they needn't worry about having a job is arguably the most powerful motivator in the world.

Jason Jennings is a professional speaker and author of the new book Less Is More, which profiles the world's most productive companies, and the 2001 worldwide bestseller, It's Not the Big That Eat the Small—It's the Fast That Eat the Slow. You may reach Jennings directly at (415) 435-5310 or contact his agency, Nationwide Speakers, at (310) 273-5928.



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Fire up young employees

The five basic company dynamics that empower Generation X and Y to succeed

By Jason Jennings

ach year, U.S. companies spend more than \$150 billion on employee motivational programs to generate excitement about the company and boost productivity. That's over \$1,100 for each of the nation's 140 million employees. Since every business's goal is to increase profits, it may be time to question if these programs are enough to truly make a difference in the bottom line. Is it safe to assume that motivation and incentives alone will guarantee employee loyalty and efficiency? A look at successful companies should cause businesses to reexamine the role of motivation in the work-place and readjust their corporate cultures to include the five basic dynamics required for a successful young workforce.

The contrary evidence

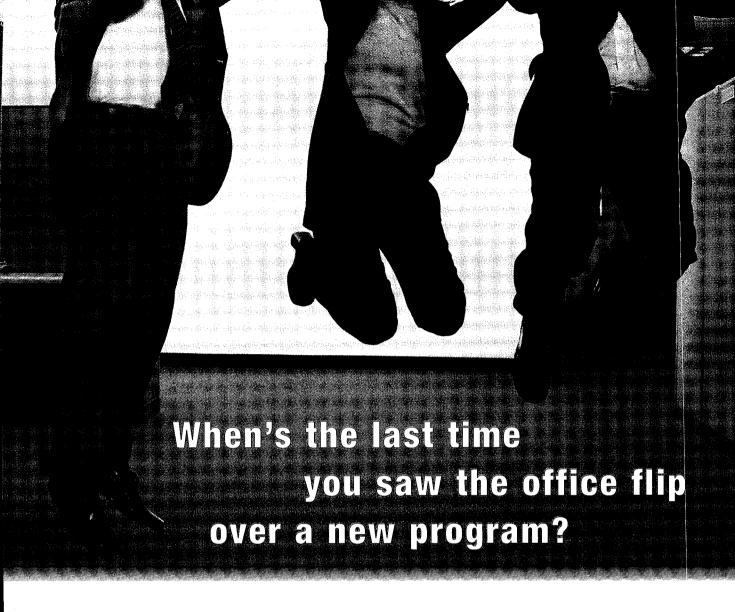
For my most recent book *Less Is More*, I researched over 4,000 companies to develop a list of the 10 most productive workforces. During this process, my research team's biggest observation was that highly productive companies don't spend a lot of money on motivational efforts. Rather, they create corporate environments that foster motivation.

This discovery is in line with the philosophies of Mark McCrindle, a Sydney, Australia-based professional speaker who teaches banks,



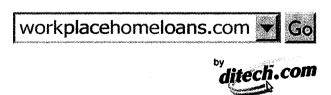
insurance companies and automakers how to manage Generation X and Y employees. McCrindle's research argues, "Baby Boomers respond to hierarchy, authority, future goals, bank balances, and loyalty. In stark contrast, members of Generation X and Y respond to equality, authenticity, immediate needs, life balances, and security." Based on my research, the identical qualities McCrindle used to describe Generations X and Y could be used to describe the environments of companies with high productivity.

CONTINUED ON PAGE 34



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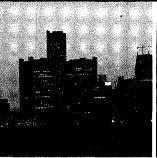


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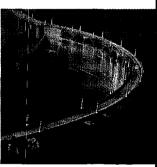


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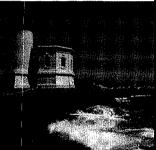












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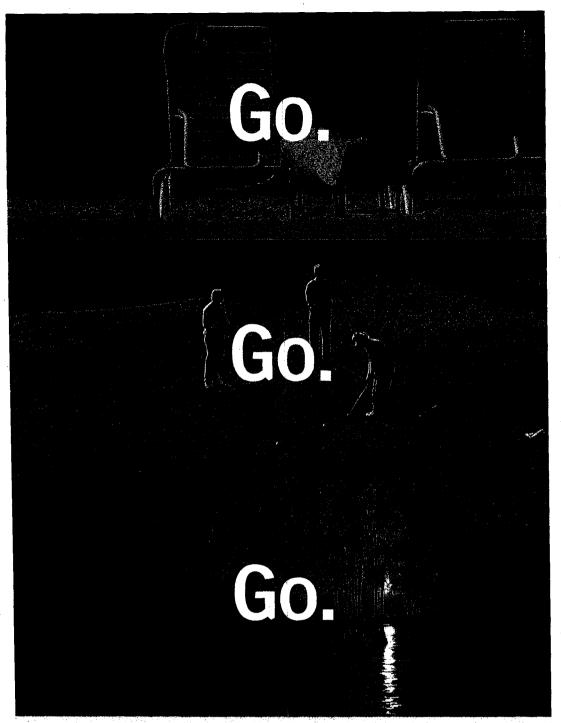
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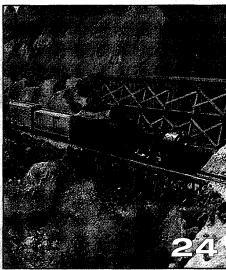


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20 Emotions at work

In times of crisis, employee services providers can use their programs to help the company manage employees' emotions. Learn to be a pillar of strength during tough times and discover how ESM Association members are empowering their employees to take charge and make a difference.

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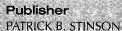
The Lockheed Martin Recreation Association, Ft. Worth, TX, recently named its Railroad Activity the most outstanding employee club. Find out how club members use the skill of model railroading to connect with coworkers.

28 Uncovering your personal energy cycle

Are you a morning person or a night owl? Do you lose steam after lunch? Chart your personal energy cycle to discover your most energetic times of day. Then, adjust your schedule accordingly and watch your productivity soar.



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This month, it's all about you

ummer is on its way and, hopefully, the new season will bring less stress and a more positive outlook for our workplaces, economy and country. This issue of *Employee Services Management (ESM) Magazine* is dedicated to the wellbeing of you and your employees. Complete wellness requires a healthy mind, body and positive approach to work. The articles in this issue will teach you how to implement work/life programs that balance your employees' work and personal lives, and provide you with tips for excelling as employee services professionals.

According to representatives from the Department of Leisure Studies at Eastern Kentucky University, Richmond, KY, working moms perform better at work and at home when they set aside time for leisure. In the cover story, "No Leisure Time for Mom," authors Emily Doolin, Jon C. McChesney, Ph.D., and Michelle Gerken discuss the barriers that prevent working mothers from taking yoga classes or learning to play the guitar. Of course, lack of time is one of the barriers, but readers will be surprised to learn that, despite the large number of mothers in the workforce, a social stigma still exists that keeps moms from feeling good about taking time for themselves. Turn to p. 16 to find out how your company can encourage working moms to recreate.

Many companies offer clubs for employees to participate in recreation activities. The Lockheed Martin Recreation Association, Ft. Worth, TX, manages its company's employee clubs, which include more obscure activities such as jewelry making and stained glass workshops. On p. 24, the article "In the Spotlight," by Christina Higby, highlights the Railroad Activity—Lockheed Martin's fastest growing club. Over 70 club members meet regularly to learn railroad building, technology and hands-on model train operation. With employee clubs like this one, Lockheed Martin employees can socialize, relieve stress and participate in activities they enjoy—all without leaving work. Consider surveying your employees to uncover hobbies that you can implement as employee clubs at your company.

During uncertain times, emotions run high in the workplace. In many cases, employee services providers can promote their programs, such as lunchtime seminars, as outlets for boosting morale and promoting communication among employees. For tips on managing employees' emotions, turn to p. 20 to read "Emotions at Work: Leading Your Workforce During Tough Times" by Gregory P. Smith. Learn how fellow ESM Association Member companies use their services to lend a hand to employees in need and comfort the minds of a worried workforce.

After working all day to make your employees' lives easier, it's time to do something for yourself. Author Laura M. Stack gives employee services providers a lesson in time management with her article, "Uncovering Your Personal Energy Cycle," on p. 28. Discover how to identify the time of day when you are at your best and how to use your energy to maximize productivity. Participate in Stack's activity for charting your energy cycle and share it with your staff.

During ESM Association's 62nd Annual Conference & Exhibit, many of you will meet new people and make new contacts. But, what do you do with all those business cards once you return to the office? In the article "Networking Know How," on p. 36, author Caterina Rando explains how to use professional contacts to create your own sphere of influence. Learn simple methods for keeping in touch with peers and building relationships that will help you in your career. Good luck!

Renee M. Mula Editor reneemula@esmassn.org **ESM Association Members Enjoy The** Savings Of 50% OFF HOUSEBOAT Rentals On Lake Powell Vacations.

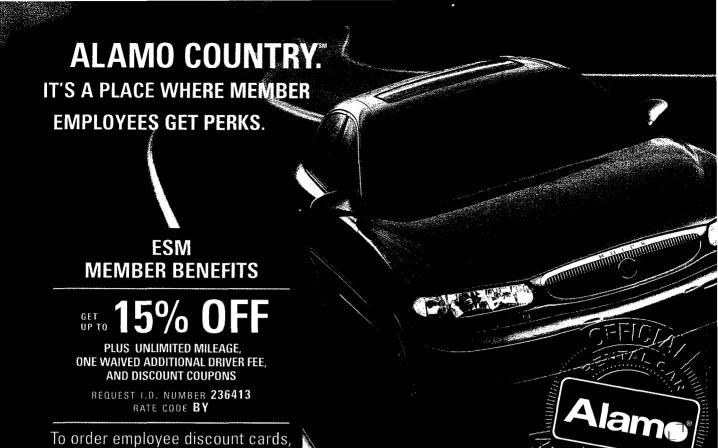




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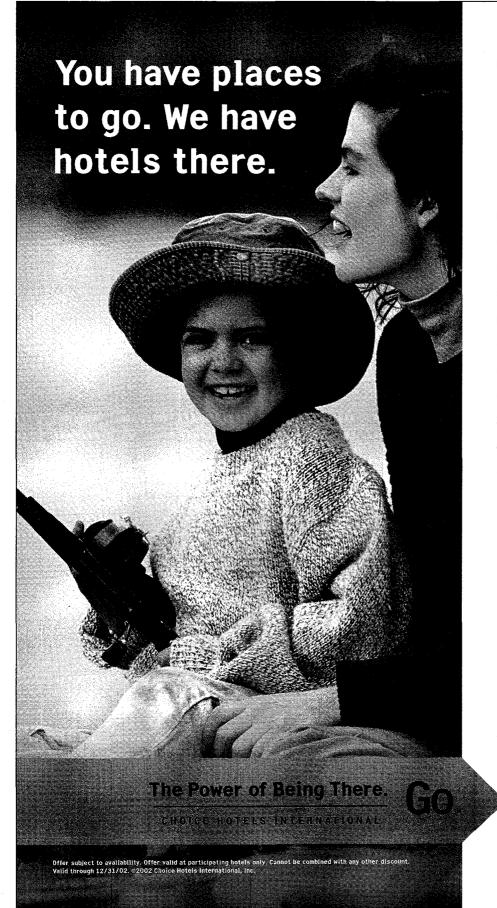
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Employees willing to lend a hand

U.S. employees' perceptions of company-sponsored volunteerism are on the decline. Yet, employees want to volunteer. Learn about Prudential Financial's Global Volunteer Day.

By Sheila Bridgeforth and Dawn Kelly

Despite a heightened focus on corporate responsibility, a recent national poll conducted by Prudential Financial, Newark, NJ, found that U.S. employees believe their companies are pulling back just when they should be giving back. According to the results, more than 80 percent of employees express a willingness to participate in company-sponsored community services. Yet, only 54 percent believe that their employer encourages volunteerism—a 12 percent decline since 1998. Also, only two out of five companies providing volunteer programs encourage family involvement.

"Many companies offer volunteerism opportunities, but our research shows there is still a gap in mobilizing even more employees," says Arthur F. Ryan, chairman and CEO, Prudential Financial. "We have long believed it's important for employees to take an active part in improving the places they live and work through volunteerism. That's why we sponsor events like Global Volunteer Day. We hope events like this will inspire other companies to develop similar volunteer programs."



Global Volunteer Day

Prudential Financial created Global Volunteer Day to celebrate its employees' contributions to the community. The first companywide National Volunteer Day was October 28, 1995 and 5,000 employees participated in 100 projects. Since then, the daylong event has enjoyed substantial global growth. During the company's most recent Global Volunteer Day, October 5, 2002, nearly 40,000 employees participated in over 800 projects in 20 countries.

Volunteerism Trends

In August 2002, Prudential Financial, Newark, NJ, surveyed nearly 650 U.S. residents on their companies' volunteer involvement. Researchers compared the results to a similar study they conducted in 1998. Here's what they found:

- Compared to 62 percent in 1998, 54 percent of respondents said their employer encourages volunteerism. The biggest decline was from part-time employees.
- · Less than half of employees reported that their employer sponsors volunteerism.
- Over the last four years, there was a 12 percent drop in the number of employees who said their employer sponsors volunteer programs.
- Out of all respondents, 80 percent said they'd participate in a corporate-sponsored volunteer program.
- Out of the part-time employees, 83 percent said they would participate in a corporate-sponsored program.
- · Two out of five companies encourage family involvement in volunteer programs.
- Out of the employees in the 35-44 age group, 51 percent said their employer encourages family participation.

Meeting employees' volunteer needs

The Community Resources Department drives Prudential Financial's philanthropic efforts. It is comprised of three units: The Prudential Foundation, an independent nonprofit grant-making organization funded by Prudential Financial; Social Investments, which originates and manages projects designed to revitalize neighborhoods; and Local Initiatives, which addresses needs in specific communities and coordinates Prudential Financial employees' volunteer efforts.

The Community Resources Department shapes Global Volunteer Day according to employee interest. Prudential Financial found that employees prefer to independently identify the partner organizations or focus of their volunteer efforts. Therefore, the em-

ployees select and organize each volunteer activity. As a result, the event is a diverse and personally engaging corporate volunteerism program, with projects ranging from building homes to tutoring students, running in marathons, collecting clothes, and feeding the homeless.

Each year, event participants donate hundreds of thousands of volunteer hours. For example, in 2001, the Seventh Annual Global Volunteer Day resulted in the completion of 837 projects in 57 towns and cities in the U.S., Puerto Rico, Canada, Italy, Ireland, Poland, the Netherlands, Hong Kong, Japan, Taiwan, Korea, the Philippines, Dubai, Singapore, Uruguay, Chile, Paraguay, Brazil, and Argentina. Here is a sample of the activities accomplished through Prudential Financial's Global Volunteer Day:

- Prudential associates in Brazil gathered 1,385 volunteers to work on 14 separate projects for Global Volunteer Day 2001. The projects ranged from working at a nursery for abandoned children, to repairing and renovating buildings, to visiting the elderly.
- At the Quitman School in Quitman, MS, volunteers cleaned up and planted shrubs in the schoolyard, painted rooms, assembled tables and desks, hung blinds, and organized books and supplies.
- Volunteers beautified the Peace Garden at the Boys and Girls Club, Newark, NJ.
- Volunteers participated in a dance-a-thon to raise money for the Mappa Mondo, a children's charity in the Netherlands.
- Volunteers in Korea performed chores around the houses of physically handicapped people.

- Prumerica Italy volunteers visited and entertained elders, spent time with handicapped people and worked with nuns to help prepare meals for people in need.
- Prudential employees from the Greater Allegheny Highlands Agency, Pittsburgh, PA, sponsored a blood drive to contribute to the relief efforts of the September 11th disaster, which affected so many of their clients, families and friends.

During Global Volunteer Day, volunteer projects that meet selected criteria earn a \$1,000 Challenge Grant from the Prudential Foundation, which donates the funds to the partnering nonprofit organization. Last year, the foun-

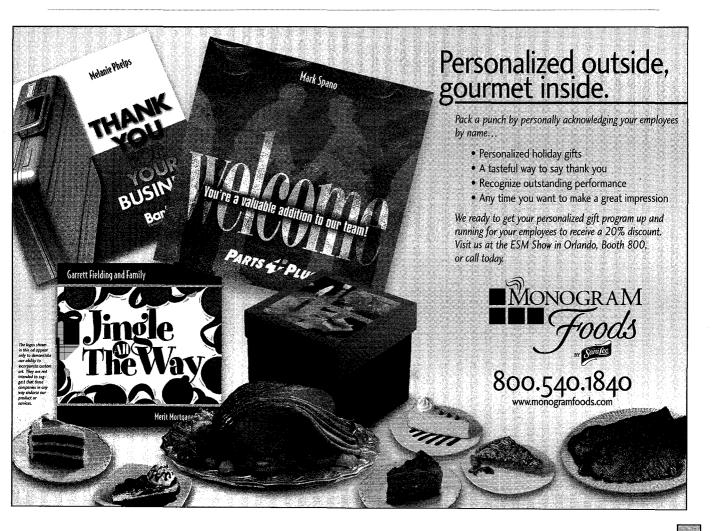
dation donated nearly \$200,000, a 14 percent increase from the previous year.

Conclusion

"Global Volunteer Day gives us a chance to give back to the community and fulfill our employees' desires to volunteer, but our commitment doesn't stop there," says Gabriella Morris, vice president of Prudential Financial's Community Resources Division and president of The Prudential Foundation. "Prudential Financial encourages volunteerism year round by sponsoring ongoing volunteer programs with corporate donations as well as rec-

ognizing individuals who make our neighborhoods better places to live," she explains. With more than 80 percent of U.S. employees interested in participating in company-sponsored community services, other companies have the potential to enjoy similar success.

For more information on Prudential Financial's Global Volunteer Day, visit www.prudential.com/gvd. Dawn Kelly and Sheila Bridgeforth are members of Prudential Financial's Global Pubic Relations Team. Bridgeforth can be reached at (973) 802-6852 or sheila.bridgeforth@prudential.com, and Kelly can be reached at (973) 802-7134 or dawn.kelly@prudential.com.





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New beginnings

If existing processes no longer work for your company, it's time for an Abandonment Retreat

By Dottie S. DeHart

You know something is not right at your company. It could be that profits are down, you fired an employee, you lost customers, or employee morale is low. It could be that the past few years of economic gloom and corporate-scandal-ridden news reports sparked a nagging feeling that the company needs a fresh start. Knowing where to begin the challenging process of identifying what employees are doing right is difficult. One approach to new beginnings is to determine what inhibits the company from reaching its goals. This will help streamline your work processes.

According to Merianne Liteman and Sheila Campbell, authors of the new book *Retreats That Work: Designing and Conducting Offsites for Groups and Organizations*, the best starting point is to hold an Abandonment Retreat. Organized Abandonment requires participants to put every product, service, process, market, distribution channel, customer, and enduse on trial for its life.

"It sounds scary, but an Abandonment Retreat simply means bringing representatives from all areas of your company together offsite," Campbell explains. "Then, you put everything on the table, with the ultimate goal of eliminating those aspects of the operation



that are holding the company back, even if they worked in the past. Done properly, it is a powerful event that can set new and urgently needed directions for the company. But, such an event is also almost always marked by highly-charged emotions. That's why it must be carefully designed and executed," Campbell says. Here are just a few of the authors' tips and suggestions for creating an Abandonment Retreat.

Plan meetings

A complex change initiative requires several offsite retreats and onsite meetings held over a period of months. Rather than thinking of an Abandonment Retreat as a single event, consider it part of a multi-session process. A series of retreats and meetings allows par-

In an Abandonment Retreat, attendees examine individual work processes to decide whether each one is a net asset or a net cost.

ticipants time between sessions to reflect on what took place, test new ideas, solicit input from colleagues, gather new perspectives, and determine how to best contribute to the next session.

Agree on a direction

A widely understood strategic direction helps employees make informed decisions that, in the end, will determine an organization's success. A muddled strategic direction leads to confusion and allows employees to individually decide what's important, without any context to guide them. At an Abandonment Retreat, participants must determine which way the organization is heading and, more importantly, explicitly state which directions to renounce. This important discussion helps decipher between activities that will help the organization achieve its goals and those that are marginal.

Evaluate duties

In an Abandonment Retreat, attendees examine individual work processes to decide whether each one is a net asset or a net cost. Participants discuss the activities that define the company's purpose to its shareholders and choose those that are critical to the organization's success. This exercise helps employees identify and eliminate processes that no longer provide value to the company.

Expect resistance

By its very nature, an Abandonment Retreat requires employees to relinquish their comfort zones. Holding on to the familiar is completely natural for participants. Here are some tips for addressing employees' resistance:

- Don't fight it. The first step is actually to encourage resistance. Invite dissenting views and have the group discuss the changes to which employees might object.
- Instill faith. If you sense that participants are reacting to the fear of loss, ask the whole group to identify the processes important enough to retain. This will reassure resisters that their opinions matter and not everything they care about will disappear.
- Be flexible. If resistance asserts itself as the discussion winds down and decisions are near, don't dismiss it as coming too late. Eleventh-hour resistance may mean a participant is doing the company a favor. In this case, addressing the topic openly is better than forcing participants to deal with it back at the office. At that point, the issue will derail the efforts accomplished throughout the retreat.

Foster new thoughts

Sometimes participants can't let go of outmoded techniques until they see other possibilities. In an Abandonment Retreat, participants can use the "Wide Open Thinking" exercise to identify various solutions to a specific problem. Split everyone into groups and give each group a list of wellknown organizations with familiar themes, such as the CIA. Participants work in silence and write ideas on Post-it® Notes, one idea per note. For instance, let's say the organization wants to increase the number of orders the online employee store can process. If the group has the CIA on its list, a participant might write, "Reward an employee store associate when you spy the person helping to speed up the process," which

could be a worthy proposal. Another participant might write, "Give associates truth serum to uncover the real problems." Sure, this idea is outlandish, but such recommendations are not only acceptable, they are valuable at this stage of the process. When participants run out of inspiration from the first organization on their lists, they move on to the next one, generating as many approaches as possible.

Next, in small groups, participants share their ideas and post them on flip charts. Each group works to find the kernels of great ideas that emerge from the bizarre ones. This is an extremely lively exercise that generates good humor, while helping participants develop terrific ideas for addressing long-standing problems.

Predict the impact

Weigh the impact of current activities against the resources employees use. Create a large matrix and plot each activity on it. First, the group lists the organization's available resources (such as staff time, money, office space, brand recognition) and writes them on a flip chart labeled "Resources." Then, the group lists the goals of the organizationsuch as increase sales, raise brand awareness, attract new clientsand writes them down on a flip chart labeled "Impact." Using the matrix, participants classify each activity under one of the following bottom-line equations:

High Impact + Low Resource Usage = Winner (The project has a high return on investment.)

High Impact + High Resource Usage = Future Potential (The project needs assessment to justify its high resource cost; it may work if cost reductions can be realized.)

Low Impact + Low Resource Usage = Small Potatoes (Can the impact be increased? Otherwise, it should be abandoned because it's probably a distraction.)

Low Impact + High Resource Usage = Abandon (The project has a low return on investment.)

Remove obstacles

Unfortunately, employees often focus on insurmountable obstacles to change, both for themselves and the organization. Such sentiments can become self-fulfilling prophecies. Include time for employees to confront the impediments they anticipate in the process of fostering change. Try the "Obstacle Busters" exercise, in which participants write down the obstacles that might pre-

vent them from implementing the changes. After determining which obstacles they have the ability to address, participants choose at least six actions employees can take to minimize or overcome them.

Conclusion

In an Abandonment Retreat, participants look closely at their duties and decide to eliminate the ones that are no longer in line with the company's goals. Yes, you're spending time focusing on what doesn't work, but after eliminating that, you're left with what does work. You then have a solid foundation on which to build a successful future. Liteman says, "It's actually a very positive thing that retreat participants feel good

about, like finally throwing away all the junk in the attic that's gathering dust. You've lightened your load. Best of all, your team is taking control and making the tough choices together, and that's what controlling your own destiny is all about."

Dottie S. DeHart is the principal of Rocks-DeHart Public Relations, Pittsburgh, PA. She can be reached at (828) 459-9637 or DeHartSDottie@ aol.com. Retreats That Work: Designing and Conducting Offsites for Groups and Organizations is sold at major online booksellers. For more information, visit www.josseybass.com or call (800) 956-7739. In Canada, call (800) 567-4797.



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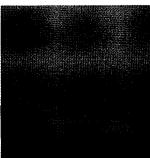




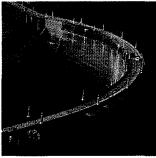


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No leisure Time for



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Learn the leisure barriers specific to working moms and why opportunities to recreate can make them better parents

By Emily Doolin, Jon C. McChesney, Ph.D., & Michelle Gerken

he pursuit of leisure experiences is usually easy for young, non-married adults. After marriage, dual income households without children typically continue to enjoy leisure activities. However, once children arrive on the scene, it becomes rather easy to see a pattern developing. What used to be "me" time is spent bathing children, transporting children, disciplining children, taking care of sick children, and the like.

Mothers who choose to remain in the workplace because of monetary needs or the desire to have a career often live stressful lives. In the fast-paced world of today's global economy and Wall Street driven profit margins, working mothers must learn to balance their identities as employees, mothers and human beings. When asked about leisure time and pursuits, they reply, "there is no time." Often, women sacrifice their own personal interests and wellness for the responsibilities of motherhood. It seems a bit drastic, but in a world where marketing meetings, soccer practice, departmental budgets, daycare payments, employee schedules, and nap times all demand equal attention, the

identity of the mother and her leisure skills have moved further and further down the list of "things to do." In addition to a lack of personal time, a working mother's barriers to leisure include social pressure and limited employer support.

The time barrier

The first barrier to leisure fulfillment for a working mother is time. In the *Journal of Leisure Research* article, "Who Has It Best? Women's Labor Force Participation, Perceptions of Leisure and Constraints to Enjoyment of Leisure," authors D. Dawson and M. Harrington say mothers working full time experience

the most severe leisure constraints simply due to a lack of time void of obligations. Further, due to these responsibilities, mothers are frequently too tired to enjoy free time.

"The most stressful time for a working mother may begin after 5:00 p.m.," says Alice D. Domar, Ph.D., director, the Mind/Body Center for Women's Health at the Mind/Body Medical Institute and Beth Israel Deaconess Medical Center, Boston, MA. According to Domar, the stress of trying to separate their minds from work, spend time with their children, reconnect with their spouses, and complete a long list of chores in a short window of time comes crashing in on top of working mothers.

In the New York Times article, "For Employed Moms, the Pinnacle of Stress Comes After Work Ends," author Alice Kelly explains that this unrelenting stress can take a physical toll on a working mother's body. It weakens her immune system, threatens her cardiovascular system and contributes to headaches, backaches, gastrointestinal distress, and insomnia. Proper leisure experiences would help relieve the stress, but to make time available, the working mother must have a support system that occasionally allows her to step away from the role of mother.

In the *Leisure Sciences* journal article, "Perceived Constraints and Social Support for Active Leisure Among Mothers With Young Children," authors Peter Brown and Yvette Miller say if working mothers have a strong support system, they are more likely to have the motivation to participate in recreation. A strong support system would also put them in a better position to negotiate constraints, such as time, that inhibit leisure participation. Working mothers who rely on an alternate caregiver, friends to encourage them and to share leisure interests and a supportive partner are more likely to achieve personal leisure fulfillment.

Social pressure

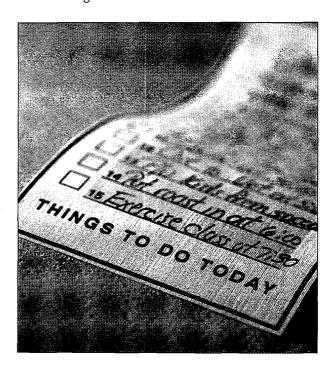
Even with a support system in place, many working mothers do not participate in leisure activities because of pressures from society. Society is responsible for one of the biggest barriers that keep working mothers from participating in leisure activities. The social stigma of being an "outside the home" mother, even in today's world of dual-earner households, is still present. According to the report Caring for Infants and Toddlers, by the David and Lucile Packard Foundation, Los Altos, CA, two-thirds of American women with preschool children and 56 percent of those with infants less than a year old are in the labor force. Yet, attitudes toward working mothers have lagged behind the reality. By ratios of four to one, the report found that Americans feel mothers should stay home with their babies. Society's views may force many working mothers to overcompensate for lost time with children at the sake of their own leisure activities.

In the Journal of Leisure Research article, "Re-entering Leisure: Transition Within the Role of Motherhood," author Deborah Bialeschki says, "I think women of my generation were taught to feel guilty if you just sat down and put your feet up or did something for yourself. I think now that I'm in my 40s, I have a bit more confidence in my ability and it's okay to enjoy yourself, in spite of the mixed messages about what you should do and feel good about." Instilling this type of confidence in today's working mother is essential. Working mothers gain valuable benefits from fulfilling leisure experiences and they need to be deliberate events in the working mothers' lives.

The need for balance

Once a woman becomes a mother, a transformation in leisure attitudes takes place. This paradigm shift is known as "full circle leisure" by which working mothers confuse family leisure with autonomous leisure interests that are satisfying and empowering. Family should not provide the center of a working mother's leisure, but should only be a part of her balanced leisure lifestyle. While deriving leisure and recreational benefits from family activities, the working mother must still place a deliberate focus on personal time and personal play.

The obvious benefits mothers can gain from active physical recreation include better health, weight loss after pregnancy and increased stamina. The mental benefits of leisure activities, such as stress reduction, go hand in hand with a working mother's physical health. Without stress relievers, working mothers have a difficult time finding balance between the roles of employee and caregiver.



No Leisure Time For Mom

Leisure experience is essential for finding the proper balance between roles and allowing a working mother to retain her sense of identity. Regarding working mothers, Bialeschki writes, "leisure is a way of bringing balance to their lives, of refreshing themselves for more effective functioning within their roles or for maintaining a sense of self." A mother interviewed by Bialeschki stated, "I think if I did not have any leisure time at all, I would feel totally worthless. My leisure time allows me to be me. It allows me to know that I still have a self and I'm not just a robot that plays a mother and teacher."

Finding personal time

Once working mothers understand the importance of developing leisure skills and the barriers preventing their leisure, the questions regarding feasible solutions begin to surface. Working mothers are searching for the Holy Grail of time management—a method for combining family responsibilities, work responsibilities and a personal leisure life.

The solution for the problem of time management is so simple to understand and nearly impossible to achieve. To find solitude, peace and the opportunity to enjoy leisure activities, working mothers must force themselves to be still. There's not an abundant amount of research available on how to find peace, but there are a number of ideas which may help working mothers incorporate brief moments of personal time into their schedules. In the BlueSuitMom.com article "Stop the Multi-tasking Madness," author Laura Benjamin says working mothers must "recognize that time with family is precious and limited. The objective is not to see how many things can get done by Sunday evening to feel successful or worthwhile, but to strengthen relationships with people we love and spend our time on the things we enjoy." Personal leisure does not have to be a lengthy process. It can be accomplished in short periods of time. Benjamin says the key is to "do your reveling at a time when you know you won't be interrupted."

Working mothers may find it difficult to pledge time to be alone, but it simply has to be done. Prioritizing is essential to finding moments of solitude. According to Benjamin, working mothers should "consider eliminating those tasks and appointments that are not critical. The best way to restore balance and regain quality of life is to decide where you're going to put your energy—both physical and emotional." Often, a quality support structure is the key to finding this balance and an occasional moment of peace.

Employer support

Employers can offer support to working mothers in the form of employee services programs such as childcare facilities, research and referral services, lunchtime



seminars, and support groups. Consider structuring a work/life program for working mothers and begin by surveying mothers within the organization to identify their programming needs. Working mothers are often willing to pay for these services just for the opportunity to have some personal leisure.

One program concept involves the development of a "mommy group" by which working mothers from the same company share babysitting responsibilities and carpool duties. Outside of "mommy groups," employee services providers can implement a research and referral service that identifies information about community organizations that form recreational programming groups for children. If the company is without a childcare facility, try researching churches, homeowner's associations and park and recreation departments that allow outside groups to use their existing systems and facilities.

Helping employees overcome the societal stereotypes of working mothers may be more difficult. However, the only way society's views can negatively affect the pursuit of leisure is if working mothers allow it to happen. Companies should help working mothers overcome the guilt of leaving their children in childcare while they pursue careers. Consider offering emotional support through lunchtime seminars that discuss a working mother's quest for leisure and her desire for emotional and physical wellness. At the same time, companies should consider the schedules of working mothers when determining the hours of fitness facilities and the dates of recreation programs so that working mothers are available to participate, if they wish to do so.

Working mothers will feel empowered by experiencing personal leisure—and they can experience personal leisure only if they are empowered to have it. A

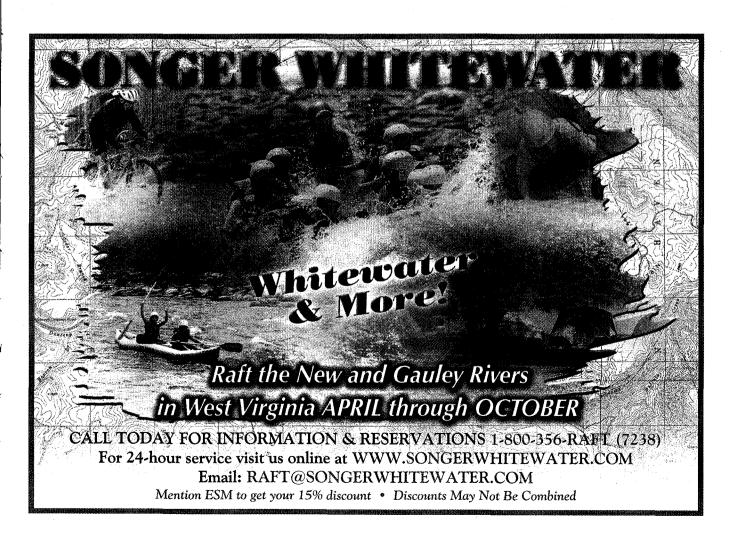
work/life program for working mothers is only beneficial if employees utilize it. Companies must train departmental managers to be sensitive to the needs of working mothers. Educate them about the employee services available and ensure that managers encourage working mothers to use these services to balance their work and personal lives.

Conclusion

Working mothers require a leisure lifestyle that promotes wellness for themselves to help deal with the constant stress and pressure of their schedules. But, recreation must be approached in a deliberate manner, or the leisure experience may drift back into the mode of a leisure experience for the family. They can gain a sense of empowerment through leisure involvement and companies have an obligation to support them

through innovative and convenient programming techniques. With proper education and increased workplace awareness, companies can help break down barriers so that working mothers can have a more fulfilling leisure lifestyle than ever before. It is not merely possible for working mothers to achieve leisure fulfillment, it is absolutely necessary to improve overall emotional health, provide a sense of balance and improve quality of life.

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Emodions at work

Leading your workforce during tough times

By Gregory P. Smith

since the onset of terrorism and war, the workforce has experienced an emotional roller coaster. Employees' spirits fell to terrible lows of fear, anger and frustration, rose to high experiences of patriotism and, today, continue to remain on guard in these uncertain times. And on and on it goes. While no one knows when times will completely improve, one fact is indisputable: the out-of-control emotions of employees have an impact on organizations.



No two people will respond to a crisis in exactly the same way. Some seem unaffected, while others exhibit out-of-the-ordinary behavior. Employee services managers play a critical role in uncertain times; they need a strategy for assisting companies in surviving a crisis. Consider the following 10 steps—organized under the acronym TAKE CHARGE—for motivating and leading employees in difficult times:

T—Target fears and anxiety

Companies providing a supportive workplace will improve retention and loyalty after work/life returns to normal. During times of uncertainty, people traverse through a span of emotions, beginning with concerns over individual safety, family, friends, job security, and

finally financial stability. Employee services managers should plan to address each of these concerns in order of importance.

A—Accept the facts

Performance and productivity will drop. Expect to see lower attendance, difficulty concentrating, refusal to fly on airplanes, requests for sick leave, and increased absenteeism—which are all normal responses. Employees need to discuss their feelings more, which is a natural aspect of dealing with difficult times. Although talking may temporarily decrease productivity, it will produce a healthier organization in the long run.

K-Keep communication open

Information is a powerful energy source. Meet with staff members at all levels to identify concerns, as well as to promote employee services. Use focus groups and town hall meetings to help employees deal with the crisis. Keep websites updated and provide a media room where employees can watch or listen to news updates.

E—Educate managers

Front-line supervisors and middle management are the backbone of the organization and the first line of defense. Training should include how to identify and reduce stress and how to refer individuals to professional assistance, if needed.

C—Calm yourself

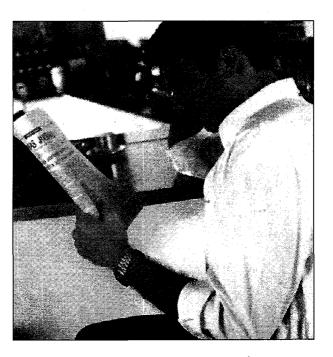
Don't underestimate the importance of your approach to the situation. Display a confident and compassionate leadership style. Simple expressions of concern and consideration make a difference. Attempt to compartmentalize your personal feelings and become a pillar of strength for employees.

H—Help those in need

First and foremost, make no assumptions on how employees feel in time of crisis. Some employees may need professional assistance, so insure they understand how to access the employee assistance program (EAP). Family members and employees activated for military service are particularly vulnerable. Stay connected to employees with family members in the military and know the whereabouts of employees in the Reserve and National Guard. Insure that employees on active duty understand, by law, they are guaranteed a job when they return.

A—Allow emotions

People are as diverse as their emotions. Allow them to display flags, peace symbols and other mementos in good taste. Provide provisions for employees' spiritual and emotional health.



R—Restrict negative behavior

No matter how you feel about a crisis, make sure you draw the line to prevent abuse, harassment and the venting of anger among employees. Make it clear that management will not tolerate negative behavior and will discipline offending employees.

G—Get people to focus

War, terrorism and uncertainty cause psychological damage on individual self worth. They violate employees' wellbeing and attempt to rob them of control over their lives. Your role is to motivate employees to focus their energy toward making a difference. Encourage employees to help with a charity, donate blood or send gift boxes. These actions will empower employees to move forward.





Sidebar A

Employee Services During War

A recent Employee Services Management (ESM) Association E-Mail Listserve question asked members what their companies are doing to help employees during tough times. Here's a summary of their efforts:

Sabrina Orque, benefits supervisor, Aladdin Resort & Casino, Las Vegas, NV: Company partnered with a mental health provider to offer support to families of employees on duty. Employees may participate in a Help Fund where they donate a portion of their paychecks to coworkers in need.

Nancy Chaloult, Activities Committee chairperson and nursing director, Holmes Regional Medical Center, Melbourne, FL: Company offers "Adopt A Soldier" program by which employees name coworkers or families of employees called to duty to receive care packages.

Rea Jean Hix, manager, associate relations and activities, Grange Insurance Co., Columbus, OH: Partnered with American Red Cross to collect items for the troops. Created a poster listing the names and military units of associates and family members called to duty. Created giant cards for associates to sign and send to associates serving in war.

Natalie Belverio, manager, administrative services, Merck & Co., Inc.: Issued bulletins outlining resources on coping. Donated care packages to employees and employees' family members called to duty. Sponsored "Operation Red Shield" for the collection of items to send to troops. Limited overseas travel for security reasons and eliminated travel to Asian countries due to the SARS epidemic.

Cindy Petronis, process engineer, ST Microelectronics, Phoenix, AZ: The summer before 9-11, installed a TV in the cafeteria showing only CNN. Since then, employees are glued to the TV, watching for updates during breaks and lunch.

Karen Huber, CESM, staff manager, Verizon, Bloomington, IL: Company distributed pre-paid calling cards so that employees called to duty and their family members could keep in touch.

E—Expect the inevitable

Everyone hopes that conflict ends quickly with minimum loss of life. However, you should plan how the company will respond to employees and their family members who lost their lives or became Prisoners of War while serving our country. Select representatives to attend funerals and plan to send flowers or other expressions of condolence. Keep disaster plans and emergency notification rosters updated. It could be a long and emotional campaign proceeding war.

Conclusion

When emotions run high, it's difficult to determine the proper actions to take from a business standpoint. These 10 steps serve as a compass in times of crisis. Implement them and your employees will remember how the company treated them and their family members during this highly emotional time. If you want the best and brightest to view the organization as a great place to work, you must carefully consider your actions in the here and now.

Greg P. Smith is a nationally recognized speaker, author, and business performance consultant. He has written numerous books including his latest, Here Today, Here Tomorrow: Transforming Your Workforce from High Turnover to High Retention. Smith has been featured on television programs such as Bloomberg News and PBS television, and in publications including Business Week, USA Today, Kiplinger's, President and CEO, and the Christian Science Monitor. He is the president and "captain of the ship" of the management-consulting firm, Chart Your Course Int'l, Atlanta, GA. You may reach him at (770) 860-9464. More articles are available at http://www.chartcourse.com. If you would like more tips, advice and a free subscription to the Navigator newsletter, please e-mail navigator@chartcourse.com.

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The Lockheed Martin Recreation Association's Railroad Activity provides an outlet for employees to work on a pint-sized railroad.

By Christina Higby

Vital Stats

COMPANY: The Lockheed Martin Recreation Association (LMRA) LOCATION: Ft. Worth, TX

BUSINESS: Airplane manufacturer

NUMBER OF EMPLOYEES AT LOCATION:

15.000

EMPLOYEE SERVICES: Employee store; community services; convenience services; dependent care; recreation programs; recognition programs; special events; wellness FACILITIES: Ballroom; banquet rooms; meeting rooms; jewelry making and stone polishing facility; photo darkroom/ studio;

model railroad layout; stained glass shop; soccer fields; softball fields; baseball field; sand volleyball area; golf course; picnic areas; sports and fitness center; swimming pool; driving range; tennis courts; kiddie rides; miniature golf course; and children's playground

ESM ASSOCIATION MEMBER:

J.D. Smith, manager, LMRA

INTERVIEW WITH: Robert L. Bray, estimating staff and commissioner, LMRA Railroad Activity

The Lockheed Martin Recreation Association (LMRA) is Lockheed Martin's nonprofit employee association, located in Ft. Worth, TX. Driven by 23 volunteer Board of Directors, 35 full-time paid staff and over 60 parttime paid employees, the recreation association offers Lockheed Martin employees 23 recreation activities, including everything from stained glass painting to golf. If there are enough employees interested in a particular pastime, it will eventually become a recreation activity at Lockheed Martin. Despite the associations' offerings of the most common recreation programs, such as sports and fitness, its most outstanding activity is one many might not expect. For the fourth time in its 21year history, the Railroad Activity received LMRA's 2002 Eugene Crosier Award for its significant growth in events and participation. This recreation club provides employees with a place to operate model trains and learn the skill from fellow model railroaders. Commissioned by Robert L. Bray, estimating staff, the Railroad Activity grew 12.5 percent over 2001, enhanced the quality and success of its special events and meetings and added new technology to its model trains.

Working on the railroad

Model railroading is an art form that allows participants to create a world in miniature. Whether building from the imagination or replicating history, model railroading involves talent in woodworking, electrical wiring, modeling, painting, and building. Nearly 21 years ago, a group of 15 employees interested in model railroading formed the LMRA's Railroad Activity. Today, the club provides an outlet for 54 employee members and 19 guest members to meet and discuss their shared hobby and work on the LMRA's model railroad layout on a weekly basis.

In its first year of existence, the Railroad Activity was a LMRA non-commissioned activity, meaning that the club was small and did not have a representative on the LMRA Board of Directors. Bray became involved a year later and convinced Railroad Activity members that if they wanted to grow the activity, possess meeting space and have a representative on the employee association's Board of Directors, they should petition the Board to become a LMRA commissioned activity. Railroad Activity members chose Bray as the Railroad Activity commissioner and he has represented the club for 20 years. In the 10-15 hours per week he spends working with the Railroad Activity, Bray chairs all the planning meetings, approves expenditures of club funds, attends Board meetings, helps plan evening programs, approves club activities, oversees the production of the annual show, serves on various activity committees, writes for the monthly newsletter, and drafts the annual report.

Thursday evenings and one Saturday morning each month, Railroad Activity members meet in the Railroad

Room to work on the model railroad layout. The layout is a "L-shaped" linear track design that allows members to follow their trains along various routes. The railroad model holds over 33 scale miles of track and 212 switch tracks on its approximate 1,200 sq. ft., HO-scale layout, for which 3.5 millimeters equals one foot. The

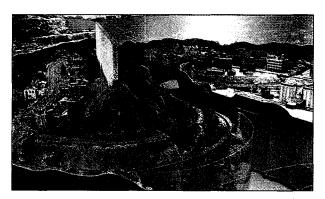


Robert L. Bray, estimating staff, LMRA Railroad Activity commissioner, Lockheed Martin, Ft. Worth, TX

layout scenery includes several towns with varying structures, three main railroad yards and four additional staging yards, complete with bridges, trees, scale people, and detailed buildings.

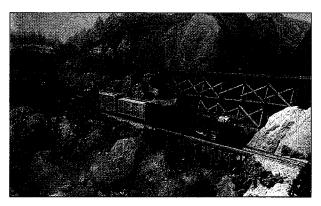
The Railroad Activity uses a computer software program called "Rail Operation" that helps generate railroad car and train movement waybills and switching lists. One Railroad Activity member acts as the central dispatcher by stepping into a control booth to manipulate the electrical equipment that directs the train schedules and mainline operations on the layout. Through radio headsets, the central dispatcher communicates with Railroad Activity members acting as yard-masters and road engineers. Last year, the club added improvements to the digital command and control system, allowing members to add sound and other commands to their locomotives.

The layout has been in construction for over 10 years and is about 90 percent complete. Railroad Activity members plan to improve the layout by adding more details and rebuilding some of the sites surrounding the railroad. Various Railroad Activity committees approve layout changes and additions before completion.



LMRA model railroaders create a world in miniature using their skills in woodworking, electrical wiring and more.





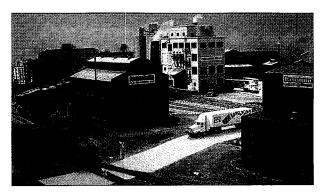
Operating sessions allow club members to test the electric mobility of the cars and trains, moving them from town to town through mountain ranges and over bridges.

An engineer's work

Each month, club members attend business meetings, training meetings and operating sessions. In business meetings, Railroad Activity members discuss upcoming events, train shows and other issues that interest members. At each training meeting, volunteer members demonstrate how to perform a certain model railroading task, such as woodworking, electrical wiring or painting. Operating sessions allow members to test the electric mobility of the cars and trains, moving them from town to town and placing them in their designated industries. For example, members move tank cars to the refinery and cattle cars to the packing plant. Railroad Activity members also host open houses, participate in local area train shows, host an annual train show, take field trips, subscribe to 10 magazines, provide member access to a video and book library, plan an annual Christmas dinner, and meet for breakfast several times a year.

Tooting their horns

Last year, one of the Railroad Activity's most significant accomplishments was the success of their 20th Annual Train Show. This event, hosted each October by



The layout scenery includes several towns complete with trees, scale people, trucks, and detailed buildings.

LMRA's Railroad Activity, takes place in LMRA's three gyms at Lockheed Martin's Health and Fitness Center. The event includes nearly 25,000 sq. ft. of model railroading items on sale and display, 150 tables from 65 vendors, model railroad displays, modular railroad layouts of different scales provided by local and out-of-state model railroad clubs, and a small food service. Each July, Bray sends invitations to 300 prospective exhibitors. Since the LMRA Railroad Activity's Annual Train Show is one of the top shows in the area, drawing nearly 2,500 attendees, exhibitor tables sell out within two to three weeks after Bray mails the contracts. Lockheed employees and the general public may attend the annual two-day show for \$6. A dollar-off coupon is advertised in the local newspaper and flyers.

Railroad funding

Lockheed Martin funds 15 percent of the LMRA's total expenses, but does not directly contribute to the Railroad Activity. The Railroad Activity is primarily self-supporting, generating revenue through their Annual Train Show, buying shares in neighboring train shows and obtaining membership dues, which are \$15 per year for employees and \$60 per year for guests.

The North Texas Council produces two train shows a year. Each railroad group can purchase two shares in each show. The shares are the up-front funds used to pay for amenities such as the exhibit halls, advertising, insurance, and table rental. Each share also requires the purchasing group to dedicate a specific number of volunteer work hours to the show. The North Texas Council charges attendees for admission. At the conclusion of the two shows and after all expenses are paid, the generated revenue is divided and returned to the participating clubs. Last year, the North Texas Council returned \$750 for every \$150 share purchased.

Conclusion

Lockheed Martin recognizes the need for work/life balance by offering employees onsite outlets for personal interests. The LMRA provides employees and their families with a wide variety of clubs, recreation activities and sports. LMRA's Railroad Activity not only fosters camaraderie among coworkers interested in model railroading, but the club may also play a role in retaining these employees. After all, Bray has been a Lockheed Martin employee for 23 years and a Railroad Activity member for nearly 20 years. Where else can coworkers who happen to be railroad enthusiasts come together?

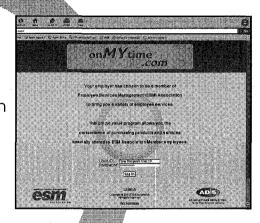
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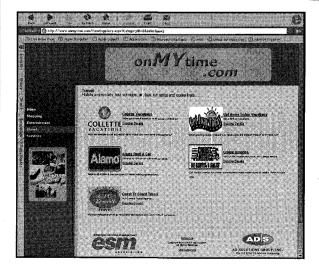
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Another member benefit from

Uncovering your personal energy cycle

Boost productivity by teaching employees to tackle intricate projects when they're at their best

By Laura M. Stack

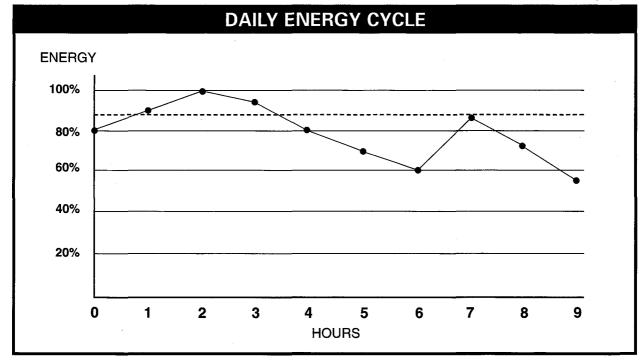
A n important piece of productivity concerns the time of day employees choose to work on projects. Everyone has a natural time of day when they are "up" (primetime) and a natural time of day when they are "down" (downtime). During primetime, the brain is at peak performance, energy is high and the mind can focus. During downtime, the brain feels "slow" and muddled. Teaching employees time management based on their energy cycles can boost productivity and promote mental wellness in the workplace. Consider sharing the following activity with your employees.

Energy chart

Uncover your personal energy cycle by charting your energy levels (See Chart A). On a piece of paper, draw a big "L" for a graph with a vertical and horizontal axis. Number the vertical axis 0-100 percent to represent your energy levels. Mark the horizontal axis with your work hours in one-hour increments. When you arrive at work in the morning, draw a dot where energy intersects with time to indicate how you feel in terms of

your energy level. As the day progresses, draw a series of dots horizontally to show how your energy ebbs and flows. Then, connect the dots and analyze your line chart.

Draw a dotted line near the 75 percent energy level mark across your line drawing to represent your peak productivity zone. Write these exact time ranges out to the side of your graph. These are your "expensive" hours because your brain is capable of doing higher-level activities in this range, compared to other times



during the day. Knowing when you are in primetime is important because you are most productive at this time of the day. During this time frame, plan to make critical decisions and solve problems.

Project completion will be a long, grueling process if you wait until you're in downtime to work on complex projects. The challenge for most employees is that when they're in primetime, they feel energetic and would rather chat with coworkers or perform fun, easy, trivial projects. Yet, if you wait until you're going down to work on a report, write a proposal or analyze figures, you will lose the opportunity to tackle more challenging projects quickly. The trick here is self-discipline.

Listen to your body

Think of your energy level as a dimmer switch. You don't operate at "on" and "off;" you have varying levels of energy. Many employees check their e-mail regularly throughout the day. Why? Instead, schedule times to handle e-mail when you're in downtime and stick to a self-imposed limit. Employees rarely need to perform at a hundred miles an hour to read and answer e-mail. Pay attention to when your brain and body tell you to slow down.

As the president of a time management consulting firm, I actually have two primetimes—one in the morning, and one early afternoon. When I'm in primetime, I make my marketing calls because I need to be "up"

and on top of conversations. Sometimes, I will purposely let my voicemail pick up calls when I know I'm in downtime and won't be articulate with a client. I also respond to prospective clients' Requests for Proposals (RFPs) during my primetime because this is my key opportunity to write quickly and succinctly.

Listen to your body when you're in downtime. When you feel your energy level waning, a quick glance at the clock will usually explain why. It's time to get up, stretch, walk around the building, eat an energy snack, or make a cup of tea. Then, go back and work on a different activity, not necessarily one with low priority, but one that doesn't require the brainpower of primetime tasks. If you don't listen to your body's signals and respond appropriately, you are likely to feel restless or get a headache, preventing you from taking advantage of your second primetime.

Organize your day

If you have the authority to determine when meetings are held, consider the time of day. It's often an eye-opening experience to create energy charts with your staff or coworkers normally in attendance at meetings. You'll find that corporate America has trained employees to be "morning people." If this is the case, plan meetings involving brainstorming, problem solving or strategic planning in the morning when employees are more productive. During the group's collective down-



Friency Cycle



time, such as after lunch, hold routine staff meetings, project updates and informational meetings that require less participation. If you do not have control over meeting times, send the meeting chair this article. Share the energy chart idea with this person and suggest it as a team-building activity.

Conclusion

Be a dimmer switch. Follow your rhythms and work with your brain's and body's desires throughout the day. Remember, having key employees, including yourself, tied up in routine meetings during periods of peak energy and productivity is costly. Also, it's useless to work on projects that you can accomplish in your sleep during your peak productivity zone. Once you know what that zone is, protect it for all it's worth. Be self-disciplined when you're "up" and listen to your body and rest when you're "down."

Laura M. Stack, MBA, CSP, is "The Productivity PRO," helping people leave the office earlier, with less stress, and more to show for it. She presents keynotes and seminars on time management, information overload, and personal productivity. Contact her at (303) 471-7401 or visit her website at http://www.TheProductivityPro.com.



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solid handshakes. Discuss subjects that interest them and ask guestions concerning their business, industry and professional affiliations.

- Pay attention. People will remember you when you remember them. Make an effort to learn names and use them in conversation.
- Obtain business cards. After vou leave, make notes on the cards. Write down where you met and facts that will help you recall faces when you refer to the cards later. Also, note any action items you agreed to do, such as follow up next week or send brochures.
- Make it personal. After you meet someone to join your sphere of influence, always send a handwritten note. The note need not say more than "nice to meet you." Your note will have more impact if you print note cards with your photo on them to ensure that people remember you.
- Build a network. Refer people in your sphere of influence to each other. When you introduce two people and it goes well, you become a hero.

- Create a contact schedule. Decide how often you will contact everyone in your sphere of influence, such as monthly, quarterly or semiannually. Will you contact sending a newsletter?
- Bring people together. Consider holding an annual event for your sphere of influence. You could partner with a colleague in a complimentary business and double your sphere of influence in one night.
- Provide recognition. When someone shares research or information with you, thank the person at least three times-by phone, letter and publicly. Peers always appreciate recognition.
- Strengthen your sphere. Focus on creating solid relationships with people in your sphere of influence so they know you, like you and trust you. Eventually, they will serve as sources of benchmarking in your field.
- Jog your memory. Create a system for keeping track of people. Record information that is impor-

them by phone, with a note or by



tant to each person, such as a spouse's name, professional affiliations and awards the person won.

• Be thoughtful. When you want to know your peers better, invite them to events that you know will be of interest to them. This is a simple, easy method for building relationships.

Conclusion

People are more willing to provide information when they trust you. Your business should not be confined to what you do and where you work. Business is about fostering relationships and helping others overcome challenges and meet their objectives; it's about discovering what you need to accomplish and succeeding at it. Provide peers with support and you will build a large sphere of influence that supports your employee services.

Caterina Rando is a success speaker, master certified coach and author of the book Learn to Power Think (Chronicle). She helps people invigorate their professional and personal lives to create the results they want. Contact Rando at (800) 966-3603 or cpr@caterinar.com. Visit www.caterinar.com for more information.



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Networking know how

Learn how to build relationships with people who can help you improve your programs

By Caterina Rando

nce employee services providers join Employee Services Management (ESM) Association, they gain immediate access to a network of professionals in their field and suppliers offering employee products and services. Although ESM Association provides members with an online Membership Directory in the Member Resources Section of www.esmassn.org, members do not always capitalize on this opportunity to network with one another. Networking involves more than running into a colleague once a year at the annual conference or starting a collection of business cards; it's about creating a pool of sources from which you can draw resources, referrals and opportunities. This pool of people is called your "sphere of influence" and your success depends on the width and depth of the people in it.

Your sphere of influence

Business success can be attributed to the relationships you build through networking. These relationships may be with fellow ESM Association members, colleagues, coworkers, clients, or suppliers. The people in your sphere of influence are a great resource for you and your Employee Services Department. Here are some tips for enhancing and maintaining your sphere of influence:

• Come in contact with more people. Attend networking events



such as ESM Association's Annual Conference & Exhibit. Join a local chapter of ESM Association or put together a workshop in your area. Set goals for meeting new people each week. Then, create an action list to meet those goals.

- Ask for help. Tell people you are interested in expanding your sphere of influence. Ask if they can introduce you to other employee services providers.
- **Build rapport.** Give new contacts your undivided attention. Make eye contact, smile and give

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Go Wild This Summer

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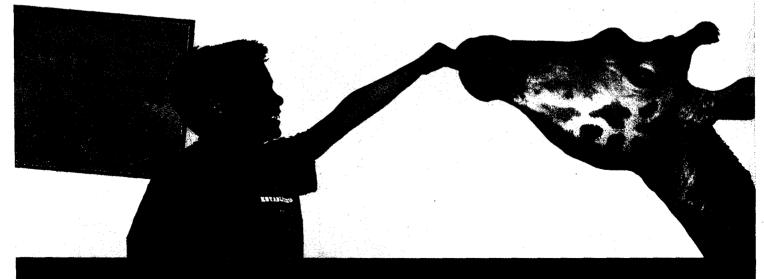
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100-acre San Diego Zoo is one of only three facilities in the United States to house Giant Pandas. Opening this summer, the Zoo's swinging new exhibit "Absolutely Apes", will transform the center of the Zoo into a tropical forest inhabited by rare primates.





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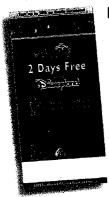








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Online Discount Programs

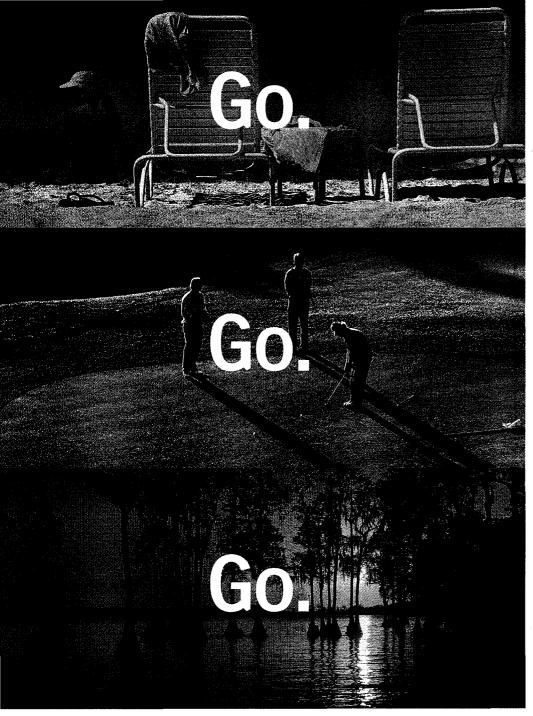
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Larry Kurzweil, president and COO, Universal Studios Hollywood

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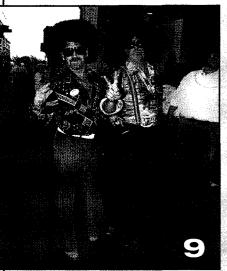


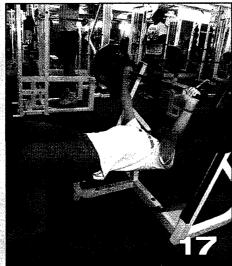
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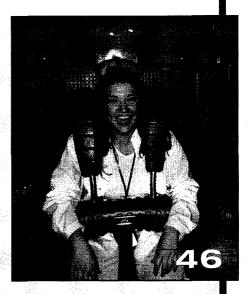


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Relive the memories of ESM Association's 62nd Annual Conference & Exhibit with photos and a description of this year's events.





Having a ball at work

his month, Employee Services Management (ESM) Association has several exciting announcements. This issue of *ESM Magazine* covers the results of ESM Association's *Discount Programs Survey*, the outcome of ESM Association's 62nd Annual Conference & Exhibit and the winners of ESM Association's 2003 Awards of Excellence. We packed all of this information into one double issue sure to keep readers informed and up-to-date on what's new with ESM Association.

First, turn to page 4 for the results of our *Discount Programs Survey*. The analysis measures the popularity of employee discount programs and describes members' plans to move their discount programs online. Throughout the association, members are talking about ESM Association's new online buying program, onMYtime.com. In "The Facts About Online Buying Programs," readers will learn what percentage of members use onMYtime.com, the top obstacles preventing members from moving their discount programs online and how onMYtime.com can help members avoid these obstacles.

Next, see page 46 for the article "Creative Thinking," a wrap-up of ESM Association's 62nd Annual Conference & Exhibit at the Royal Pacific Resort at Universal Orlando®. This year, we packed more education and networking in less time away from the office and the results were an action-packed, educational experience that received rave reviews. This article summarizes the trends covered during the educational sessions and provides photos of attendees enjoying the conference festivities.

During the Opening General Session of ESM Association's 62nd Annual Conference & Exhibit, ESM Association bestowed its Awards of Excellence to top programs including the best overall employee services programs of 2002 and most innovative employee services program of 2002. We recently revamped the awards program to include two new awards categories that recognize leaders in the employee services industry: the General Member of the Year Award and the Chuck Bashian National Associate Member of the Year Award. Each award recipient thoroughly understands the importance of tying an employee services program into the company's mission, goals and bottom line. Their well-rounded programs help employees balance their work and personal lives, and—best of all—their services make work fun! See page 15 for detailed articles about each Awards of Excellence recipient.

At Universal Studios Hollywood, Universal City, CA, "Having Fun" is one of the company's five core values. ESM Association's 2003 Employer of the Year Larry Kurzweil, president and COO, Universal Studios Hollywood, says, "You can't help but smile when you walk through our theme park and CityWalk. Our workplace mirrors this energizing environment." Universal Studios Hollywood's employee services programs focus on community services, work/life balance and special events—all of which Kurzweil participates in and supports. Turn to page 9 to read ESM Magazine's interview with the 2003 Employer of the Year and view photos of Kurzweil getting in on the action of employee services.

Would you like to be recognized as a leader in the employee services industry or do you manage a successful employee services program that deserves recognition? Turn to page 44 to learn how to submit an awards entry for ESM Association's 2004 Awards of Excellence Program. Furthermore, if you think your CEO has what it takes to be ESM Association's 2004 Employer of the Year, turn to page 13 to nominate your CEO for this prestigious award. Good luck and enjoy your summer!

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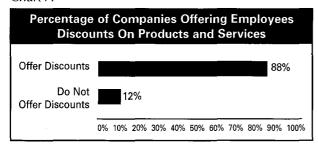
The facts about online buying programs

Research shows that most ESM Association member companies offer employee discount programs and many companies are moving this service online

By Kimberly Hoben

SM Association member organizations are part of a growing number of companies that offer employees online discounts on products and services, and most of them do so through the company's intranet, according to *Employee Discount Programs*, a recent survey conducted by Employee Services Management (ESM) Association, Oak Brook, IL. To help them administer employee discount programs, many member companies use ESM Association's new online buying program onMYtime.com. This website serves as a portal to national discounts on everything from jewelry and flowers to discount theme park tickets.

Chart A



Offering employee discounts

In February 2003, ESM Association developed the *Employee Discount Programs* survey, using the survey administration website SurveyMonkey.com, and e-mailed it to ESM Association members. The survey provided a 42 percent response rate, with the results encompassing responses from 416 ESM Association members responsible for implementing and maintaining a diverse range of employee services.

According to the survey, 88 percent of respondents offer employees discounts on products and services and 44 percent provide employees with an online discount program. Over 80 percent of the companies that offer discount programs do so through the company's intranet; 33 percent offer online discounts via an employee association website; and 30 percent offer them through the Internet. Employees of these companies, both local (60 percent) and nationwide (57 percent), have access to the company's online discount program. The results show that companies also offer their online discount programs to employee's immediate family members (26 percent) and retirees of the company (23 percent). Only 16 percent offer worldwide access. Based on the results, 42 percent of respondents say that their online discount program reaches over 5,000 people.

Most popular products/services

When asked what types of discounted products/ services companies provide online, employee services providers responded with a variety of offerings. The top five products/services companies offer are Entertainment Tickets (81 percent), Hotel/Resorts (75 percent),

Chart B



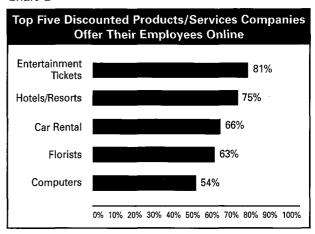
Car Rental (66 percent), Florists (63 percent), and Computers (54 percent). Other products and services include Cruises (52 percent), Health Club Membership (48 percent), Logo Apparel (46 percent), and Vehicles (42 percent). ESM Association member companies also provide discounts on printing services, dry-cleaning services, air travel, books, childcare centers, fitness equipment, movie theater tickets, household products, jewelry, lawn/garden services, and cellular phones.

Usage of onMYtime.com

According to the survey results, 79 percent of member companies manage their online discount program as opposed to outsourcing this employee service. Twenty-five percent receive a portion of the program's sales.

In May 2002, ESM Association launched a new member service called onMYtime.com. The website is an online buying program for ESM Association member companies. With this program, ESM Association man-

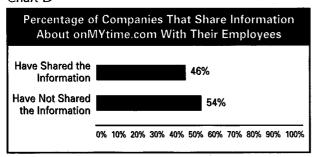
Chart C.



ages a web portal for national discounts from ESM Association National Associate (supplier) Members. When ESM Association administered the Employee Discount Programs survey, it was approaching the oneyear anniversary of onMYtime.com. Therefore, respondents answered questions about this program in the survey. According to the results, 85 percent of ESM Association members have heard about on MYtime.com mainly through e-mail messages (80 percent) and/or Employee Services Management (ESM) Magazine (51 percent). As a result, 46 percent of respondents share information about the program with their employees. Those who have not promoted on MYtime.com provided reasons such as "not all employees have computer access" (40 percent) and "we plan to offer onMYtime.com in the next year" (21 percent).

Online Buying Programs

Chart D



Measuring participation

Nearly 75 percent of ESM Association member companies said they measure the success of their online discount programs through employee comments and feedback, 29 percent through the number of hits on the online discount site and 28 percent via employee surveys. When asked how they would rate their employees' satisfaction with onMYtime.com, 32 percent said their employees are "satisfied." Sixty-one percent of

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respondents answered "I don't know," indicating that many of them have not yet measured their employees' satisfaction with this new service.

Obstacles to moving discounts online

Of the respondents who do not offer an online discount program, 63 percent say they do not because not all employees have access to computers at work. Many companies house their discount webpage on their company's intranet site. The intranet is mainly offered to employees at work and they usually cannot access the site from an offsite computer. In contrast, onMYtime.com is offered via a password-protected Internet site. Therefore, employees of ESM Association member companies can shop around the clock from any computer with Internet access by using their company's user I.D. and password.

"Lack of staff time" (40 percent) is the second most common reason companies do not offer discounts online. Again, onMYtime.com is a solution to employee services providers' time constraints because the website is ready-made. ESM Association does all the work in obtaining suppliers, negotiating discounts and maintaining the website. This service is free to ESM Association members, who just pass the information onto their employees.

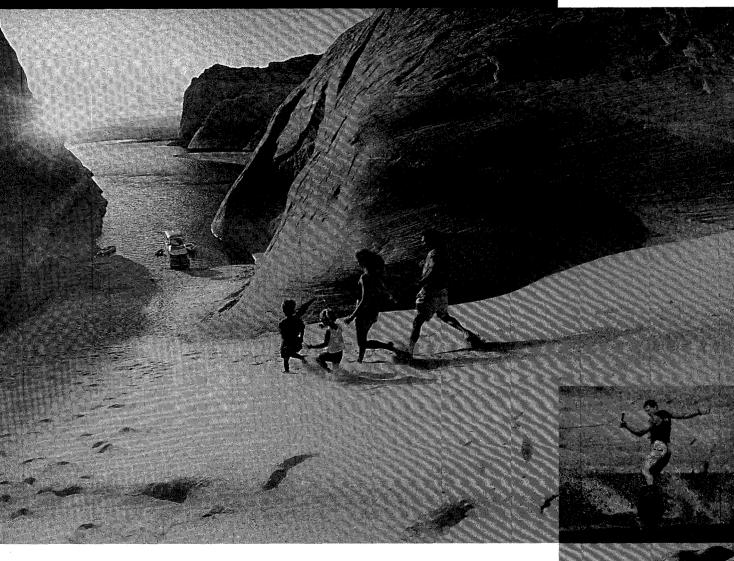
Conclusion

Most ESM Association member organizations provide employees with a discount program in some form. By providing employees with discounts and services online, employees have access to a wide range of goods and services. Local employees as well as employees nationwide can enjoy the benefits of an online discount program. ESM Association's website onMYtime.com allows employees access to additional products and services without the hassle of maintaining the website and finding staff to run the program. No matter how the company distributes the discount information to employees, many of them have found that discount programs benefit employees. With a simple link on the company website or paper distribution of discounts offered, ESM Association member organizations agree that offering discounts to employees is a worthwhile employee investment. Providing this service online only helps revolutionize the program's administration, thereby increasing its value to employees.

Kimberly Hoben is an undergraduate student at Southern Illinois University, Carbondale, IL, where she is majoring in Speech Communication. She is also the summer Public Relations Intern for Employee Services Management (ESM) Association, Oak Brook, IL. You may contact her at (630) 368-1280 or kimhoben@esmassn.org.

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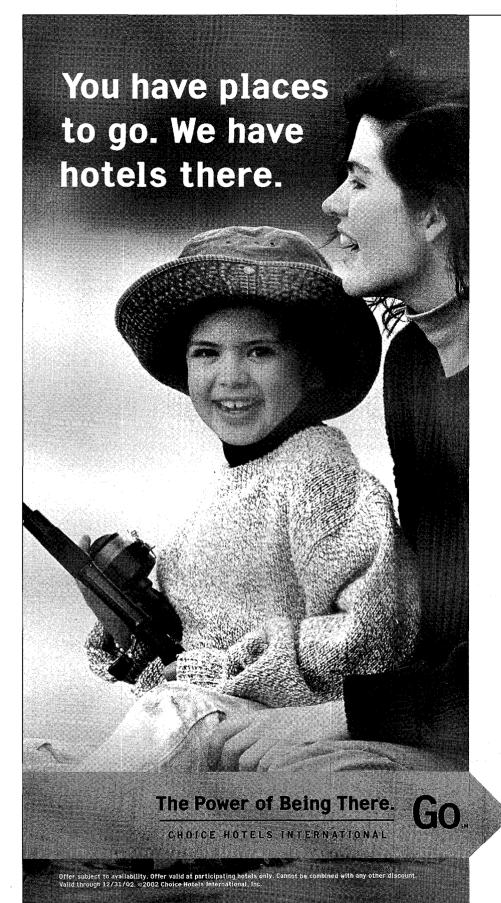
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ESM Association Proudly Presents

An Interview with ESM Association's 2003

Employer of the Year India

Larry Kurzweil, president & COO, Universal Studios Hollywood

ach year, Employee Services Management (ESM) Association honors one member company's employer with its most prestigious



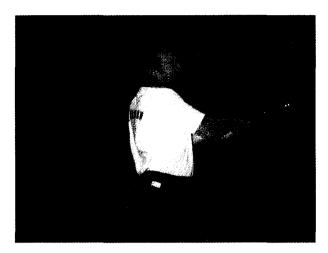
award—Employer of the Year. This employer must demonstrate a sincere belief in and support of a successful and innovative employee services program. We are pleased to announce Larry Kurzweil, president & COO, Universal Studios Hollywood, Universal City, CA, as ESM Association's 2003 Employer of the Year. In the following interview, Kurzweil talks with *ESM Magazine* about the post-September 11 workforce, paralleling employee services with the company's growth and objectives, "walking the talk," and creating a corporate culture that encourages employees to take pride in their work and personal lives.

ESM Magazine: Please give us a brief overview of Universal Studios Hollywood's corporate culture and its employee services program.

Kurzweil: We work for a company whose mission is to deliver extraordinary, fun-filled experiences to our guests. You can't help but smile when you walk

through our theme park and CityWalk. Our workplace mirrors this energizing environment, which is centered around five core values of Doing the Right Thing, Seeking Truth, Speed, Results, and Having Fun. In turn, these translate into our objective of building a "Freedom to Succeed" culture for employees.

Employer Of The Year



Larry Kurzweil, president and COO, Universal Studios Hollywood, makes a hit at the company's 2001 Softball All-Star Game.

As we introduced our core values system three years ago, the Employee and Community Services Department became the springboard for rolling it out. This department plays an important role in building our company's culture and ensuring that all employee programs and benefits are linked back to the company's mission, goals and initiatives. Our Employee and Community Services Department's guiding principle is to create programs that foster an environment where employees are proud to work, where they feel appreciated, where they contribute to the company's success, and where they help enrich our local community.

ESM Magazine: How long have employee services existed at Universal Studios Hollywood? How were they instrumental in advancing the company?

Kurzweil: The Employee Services Department has existed for 12 years. Prior to this time, this area was known as the Employee Recreation Department. The expectations of this group were originally to provide employees with opportunities to socialize outside of work through sporting leagues, employee parties and access to discounted tickets.

As the company grew, this department has paralleled its growth and objectives with those of the company. For instance, when the company placed a greater focus on community efforts, the Employee Services Department developed into the Employee and Community Services Department and launched a heightened awareness of the role we play in the local community.

ESM Magazine: Please explain your level of participation in Universal Studios Hollywood's employee services programs. What do you enjoy most about participating in the programs?

Kurzweil: I have a very high level of participation in the employee services programs. I believe that interacting with a large number of employees is important. Employee services programs allow me to see and speak with employees who I may not interact with on a day-to-day basis. They also give employees an opportunity to "Have Fun" together. When an employee sees how the company creates programs just for them and the community, it creates a sense of pride and confidence. People who feel good about themselves help to make the world a better place. It's a win-win for everyone.

ESM Magazine: How have the conditions of the economy and country affected Universal Studios Hollywood, its Employee and Community Services Department and the programs offered?

Kurzweil: So much has changed; we are all coping with unprecedented impacts to our business. The old models on how to conduct business are constantly being re-tooled. After September 11, our workforce reinvented the organization and dramatically shifted the way we do business. With less people traveling, we came to regard the altered business environment as an opportunity to introduce our theme park to the vast audience of local and regional families. During the past year and a half, we've focused our efforts, with great success, in reaching that audience.

Our Employee and Community Services Department continues to be an important partner in communicating the company's focus. Universal Studios Hollywood



Not afraid to dress the part, Kurzweil gets groovy for the 1970s theme at Universal Studios Hollywood's 2000 Summer Party.

continues to support this area by investing in programs that benefit employees. The work/life initiatives, community involvement, recreational activities, celebrations, and perks are an important part of our culture. If we take these programs away, we are taking away part of what makes us who we are. The focus is to ensure that these services stay in place, and to add other programs that inspire employees who are content and fulfilled with their careers at Universal Studios Hollywood and CityWalk.

ESM Magazine: How does offering employee services benefit the company?

Kurzweil: The company benefits by fulfilling part of the company mission, which is "to create an environment where employees are proud to work." We also benefit from content employees who, in turn, provide our guests with an over-the-top experience. From a staffing perspective, it's a very competitive market-place. By continuing to focus our attention on offering innovative benefits and reinforcing the role of our core values, top employees view Universal as an employer of choice.

ESM Magazine: Do you feel employee services help recruit and retain employees? If so, how have employee services helped recruit and retain employees at Universal Studios Hollywood?

Kurzweil: I absolutely feel that employee services help recruit and retain employees. First of all, we have a diverse workforce that is made up of two different employee groups. We have one group of employees who are looking for full-time careers, and we have seasonal employees looking for temporary positions, usually while they finish school. To help attract employees, our employee services programs must meet both of these needs. By offering such services as flexible scheduling, recreational activities and access to tickets and services at affordable prices, we become very appealing to seasonal employees. We attract employees looking for full-time careers by offering great benefit packages, work/life programs and annual celebrations. Once our employees are a part of the family, employee services programs keep their morale high and recognize their achievements for contributing to the success of the company.

ESM Magazine: How does offering employee services enhance the perception of your company in the eyes of the community?

Kurzweil: We are lucky that we have such strong brand recognition in the community. In addition, Universal Studios Hollywood is a large contributor to



During the WaterWorld Stunt Show, Kurzweil and the Senior Leadership Team perform for Universal Studios Hollywood's employees.

many local charitable organizations. For instance, we sponsor an annual Christmas in Spring event at Los Angeles Family Housing, a local homeless shelter. Our Employee and Community Services Department also oversees our own nonprofit organization, the Discover A Star Foundation. The foundation provides local high school students with scholarships to attend highly acclaimed universities throughout the country. Each department has a fund-raising goal, which encourages employees to participate in the program.

ESM Magazine: In what capacity do the Employee and Community Services Department and the Work/Life Initiatives Department work together?

Kurzweil: The departments work closely together to identify employee services that will benefit the workforce. We provide a variety of programs that help balance our employees' work and personal lives: grief recovery programs, matching gift contributions, flexible work options, scholarship programs, tuition reimbursement, paid parental leave for new parents, the Universal Childcare Center, a subsidized childcare network, lactation program, adoption assistance, career resources, computer and developmental training classes, health club subsidy, and the Universal Fitness Center.

ESM Magazine: Looking ahead, will employees continue to depend on employers to help them balance their work and personal lives?

Kurzweil: With all the events happening in the world, work/life initiatives are more important than ever. People are more focused on spending time with

Employer Of The Year



Kurzweil makes it in the hole during Universal Studios Hollywood's Discover A Star 2002 Golf Tournament.

family. Employers will need to support the work/life balance that employees seek.

ESM Magazine: What will make employee services programs a staple in the workplace of the future?

Kurzweil: There are three main components needed to ensure that employee services continue to evolve:

- 1) Employing a leadership team that is extremely dedicated and committed to the company's values and provides employees with innovative services;
- 2) Allowing employees to provide feedback that keeps offerings relevant and current in changing times;
- 3) Ensuring that the benefits are accessible to everyone in the workplace through effective marketing programs, promotional materials and communication.

ESM Magazine: What do you expect from those who run your employee services?

Kurzweil: I expect them to keep us in the forefront of employee services by finding new and innovative programs and by keeping participation high for both employees and management. Last, but not least, to ensure "Having Fun" is embedded in all of our programs.

ESM Magazine: What tangible evidence proves the value of your employee services program?

Kurzweil: With input from our employees through our annual *Employee Satisfaction Survey*, we are able to determine what programs are and will be beneficial to our employees. It is through this feedback that we maintain existing programs, evaluate ones that may not work or need improvement and seek new opportunities. The value of our employee services program is evi-

denced by the increase in the employee satisfaction scores of this annual survey. We also monitor value by usage of services and participation levels. For instance, we look at the large volume of discounted ticket sales, the number of redemptions for our employee rewards program, the number of employees that participate in our sporting leagues, and the attendance at employee meetings as well as employee parties.

ESM Magazine: In your opinion, what is top management's role in the support of employee programs?

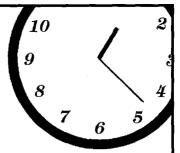
Kurzweil: Clearly, leading by example. Management must "walk the talk," and support our employee programs with appropriate budgets as well as by participating in them. We need to be the biggest advocate for this area and encourage others to take part in our employee programs. I personally support these programs because it drives home our most important core value, Doing the Right Thing. A company that is driven by this philosophy creates a meaningful win for all.

ESM Magazine: How do you relieve stress and balance your work and personal life?

Kurzweil: I think it's very important to have a healthy balance between work and personal life, especially now as I see my children growing older. It's about prioritizing your life, being true to your commitments and being there for the people you care about the most. My family is my priority, and I make sure that they play a major role in my life. I also plan my workday to ensure that I see my children before they go to bed at night.

In terms of relieving stress, my schedule gives me the flexibility to exercise at the Universal Fitness Center three times a week. I also enjoy getting outside and tending to our garden, which is therapeutic in and of itself. And, if I can cajole my two sons, we're off to Home Depot on Saturdays!

Larry Kurzweil was nominated for ESM Association's 2003 Employer of the Year by Jamie Church DuHaime, employee services manager for Universal Studios Hollywood, Universal City, CA.



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Have your company recognized as an Employer of Choice by nominating your Chief Executive Officer (CEO) as ESM Association's 2004 Employer of the Year. ESM Association Headquarters is now accepting nominations for the 2004 Employer of the Year Award. Organizational Members may submit their CEO for nomination by December 2, 2003. We plan this far in advance so that the winner may be notified and his/her schedule cleared for acceptance at the Awards Presentation during ESM Association's 63rd Annual Conference & Exhibit, May 20-24, 2004, at the Gaylord Opryland Texas™ Resort & Convention Center, Grapevine, TX.

The criteria for judging entries are as follows:

Deadline: December 2, 2003

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the company's employee services program.
- The nominee must make statements regarding why and to what extent he or she supports the program.
- The CEO must justify how employee services are important to the productivity and morale of the workforce.
- The CEO must have a reasonable chance of accepting the award in person, i.e., the nominee's schedule is clear (at the time the nomination is submitted) to accept the award at the conference.

Please fax or e-mail nominations to ESM Association Headquarters, Attention: Employer of the Year FAX: 630-368-1286 E-mail: esmahq@esmassn.org

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Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services, as practical solutions to work/life issues, are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and reduce absenteets and turnover. The association produces a magazine, Employee Services Management, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more.

To receive information about becoming a member of ESM Association, contact:

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2211 York Road, Suite 207
Oak Brook, IL 60523-2371
630-368-1280 • 630-368-1286 FAX
e-mail: esmahq@esmassn.org
http://www.esmassn.org

Awards of Excellence

Stories written by Renee M. Mula, editor; Christina Higby, editorial assistant; and Kimberly Hoben, public relations intern

The best employee programs and top industry leaders receive national recognition

mployee Services Management (ESM) Association, Oak Brook, IL, is proud to present the winners of its 2003 Awards of Excellence. ESM Association bestows these awards to showcase the best employee services programs and recognize leaders in the employee services industry. This year, 10 programs and individuals were awarded in seven different categories. These categories include the Employer of the Year Award, Eastwood Award, Innovative Program Award, General Member of the Year Award, The Chuck Bashian National Associate Member of the Year Award, Distinguished Service Award, and the Leonard R. Brice Superior Chapter Merit Award. National Associate Members (suppliers) also received recognition for exhibiting at ESM Association's 62nd Annual Conference & Exhibit. The recipients accepted their awards at the Opening General Session of the conference, held at the Royal Pacific Resort at Universal Orlando®.

Awards@ Excellence

Top Executive

The Employer of the Year Award is presented to an employer or Chief Executive Officer (CEO) who supports, promotes and participates in the company's employee services program. The nominee must justify how employee services are important to the productivity and morale of the workforce. This year's Employer of the Year is Larry Kurzweil, president and COO, Universal Studios Hollywood, Universal City, CA. Organizational Members nominate their CEOs and ESM Association chooses the winner based on the extent to which the nominee believes in employee services. The recipient of this award is usually considered an Employer of Choice based on the company's extensive offerings.

Awards of Excellence

The Eastwood Award, the most prestigious of the Awards of Excellence, is awarded to the most outstanding overall employee services programs of 2002. The award is named in honor of ESM Association's first president, Dr. Floyd Eastwood. ESM Association's Organizational Members submit their entries based on company size. This year, three companies received this award: Raytheon Missile Systems, Tucson, AZover 5,000 employees; Mercy Health Systems (MHS), Janesville, WI-2,500-5,000 employees; and the Las Vegas Convention and Visitors Authority, Las Vegas, NV-less than 1,000 employees. Candidates submit entries that document their mission statement, scope of the program and how it increased the awareness of employee services; examples of how the program impacts the company's business or culture; plus additional details such as goals and strategies for securing financial resources.

The Innovative Program Award recognizes the most creative program activity within an overall employee services program. This year's winner is M.D. Anderson Cancer Center, Houston, TX. Entrants include their objective, evaluation process and how their programs increased the awareness/visibility of employee services to their companies' management.

Mary Lou Panzano, RVESRA, director of communications, Prudential Financial, Newark, NJ, received the General Member of the Year Award. Individuals nominated for this award have proven their dedication to the field of employee services, are an active participant in ESM Association and make significant contributions to the local chapter or national organization.

The Chuck Bashian National Associate Member of the Year Award is named in honor of the late Chuck Bashian, former marketing director for ESM Association. This year's winner is Chelle Rupp, regional sales manager, Anheuser-Busch Adventure Parks, Anaheim, CA. Entrants for this award are nominated based on their understanding of the employee market and their contributions to ESM Association and its membership.

Brenda Robbins, CESM, group leader of the Research Recreation Association and Fitness Center at the Southwest Research Institute, San Antonio, TX, received ESM Association's Distinguished Service Award. Recipients of this surprise award are long-time ESM Association members who have shared their time and expertise with the association and their peers.

Chapter Awards

As a national entity, ESM Association recognizes the value of its chapters, located across the country. The chapters provide local members with frequent educational and networking experiences. ESM Association's Leonard R. Brice Superior Chapter Merit Award is judged on a point system. The ESM Association of Southern Nevada Chapter and ESM Association of Central Florida were both awarded the Leonard R. Brice Superior Chapter Merit Award. The chapters were granted these awards based on their outstanding chapter administration and their effective efforts to provide professional development and networking opportunities to their members.

Conference Exhibitor Awards

Many National Associate Members exhibited their goods and/or services in the Exhibit Hall of ESM Association's 62nd Annual Conference & Exhibit. To show appreciation and motivate exhibitors to make the most of the employee services market, ESM Association recognized exhibitors with the Exhibitor Longevity Award and the Best Booth Award.

Suppliers who have exhibited at ESM Association's Annual Conference & Exhibit for five, 10 or 20 consecutive years receive the Exhibitor Longevity Award. This year's award recipients are Employee Printing Services for 10 years; Doubletree Castle Hotel for five years; Get Away Today Vacations for five years; and Men's Wearhouse for five years.

To award the First, Second and Third Place Best Booth Awards, volunteer judges evaluate each of the Exhibit Booths at ESM Association's Annual Conference & Exhibit. This year, they evaluated 90 Exhibit Booths to determine the following winners: First Place, Universal Studios Theme Parks; Second Place, Monogram Foods; and Third Place, Awards By Kaydan. These exhibitors were granted the Best Booth Award based on their appealing booths and superb exhibiting skills.

Over 5,000 employees

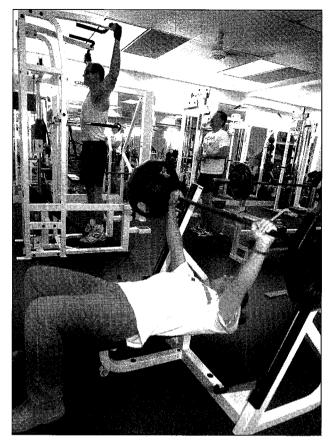
Caring Composite Culture

Raytheon Missile Systems enhances the quality of life for its diverse employees and their families through its wellbalanced programs and services

Raytheon Missile Systems, Tucson, AZ, received national recognition for the most outstanding overall employee services program of 2002 from Employee Services Management (ESM) Association. The WorkLife & Wellness Program of Raytheon earned the Eastwood Award based on its well-rounded employee offerings, which tied into its diverse corporate culture and bottom-line goals. Employees can participate in various activities through the Raytheon-Tucson Employee Association Membership (R-Team), Falcon Field Recreation & Fitness facilities, diversity organizations, community service programs, the Volunteer Program, Commuter Services, and more.

Caring Corporate Culture

Raytheon Missile Systems



Raytheon employees in Tucson can use their state-of-the-art fitness facility at no charge.

Recreation and facilities

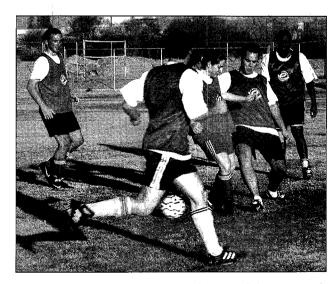
The R-Team sponsors 66 clubs that range in interests from sports and theater to astronomy and woodworking. Falcon Field Recreation & Fitness staff manages Raytheon's onsite recreation park and fitness center and provides a wide variety of fitness programs. Employees take advantage of aerobics, kickboxing, Pilates, and Bootcamp Fitness classes. Falcon Field Recreation & Fitness offers these classes for a small fee, but employees use the fitness center, full-court basketball facility, track, sand-pit volleyball, and locker rooms and showers at no cost. Hundreds of employees also participate in a plethora of intramural sports leagues.

Striving for greatness

Raytheon's WorkLife & Wellness Program's objective is to demonstrate to employees that the company cares about them and their families by helping them achieve work/life balance. According to Raytheon's employee intranet site, "Dependent children bless the lives of over 60 percent of Raytheon employees." Through the dependent care program, Raytheon subsidizes employees' sick childcare and emergency backup childcare. Employees pay a nominal \$2/hour fee for the service while the company pays the other \$13/hour. The service allows employees to arrive at work on time and know their children are safe and in the hands of an in-home caregiver found through a respected local nanny agency. This program serves as a recruitment and retention tool for Raytheon Missile Systems. Employees who use it appreciate it; utilization has doubled since the implementation of emergency backup childcare.

A Work & Family Strategies (WFS) program assists employees and their families with personal challenges through education, research and services. In the past, employees have used this program to find information on talking to teens about drugs, services to help children with homework and research on diseases elders may battle. The program works hand-in-hand with other departments, including the research and referral service, benefits, staffing, and Wellness Council to offer the most well-rounded benefits. WFS's goal is to help Raytheon's valued employees and their family members avoid crises through proactive education, and to work through difficult situations, such as a child's depression or family member's illness, when they do occur, allowing employees to continue focusing on their responsibilities at work.

Raytheon employees in Tucson also enjoy other programs that help relieve the stress of family care issues. Salaried employees are offered nontraditional work schedules including part-time work, flexible hours, telecommuting, and job sharing. The company partners



Children of Raytheon employees enjoy one of the company's many after-hours sports leagues.

with community experts to offer educational seminars on eldercare topics at lunch time, after work and online. With the "Right from the Start" program, new mothers receive prenatal education and access to five lactation rooms for nursing mothers. Employees wishing to adopt a child can utilize Raytheon's Adoption Assistance Program, which gives employees an expense reimbursement of up to \$4,000 per adopted child or \$5,000 for an adopted child with special needs.

In April 2002, the WorkLife & Wellness Department implemented Raytheon's first "Take Your Kids to Work Day." The event featured parent tours, giveaways, lunch, a video show, and a motivational speaker, Louise Francesconi, corporate vice president, Raytheon. Over 500 children spent the day learning about their parents' many responsibilities. This company-sponsored event allowed parents to spend quality time with their children, while sharing an important part of their lives—their jobs. Due to the tremendous feedback, "Take Your Kids to Work Day" will be an annual event.

Giving back

Raytheon also offers employees many community service opportunities. The Red Team, Raytheon's blood drive recruitment team, is key to the company continuing to donate more blood than any other entity in Arizona. Raytheon employees and their family and friends donate 700-850 units of blood per drive five times annually. One way the Red Team recruited employees to donate was with "Bring a Blood Buddy." During this event, employees who brought a buddy, or two, to donate blood received an American Red Cross baseball cap and tickets to an Arizona Diamondbacks, Colorado Rockies or Chicago White Sox Spring Training Baseball Game.

The Rays of H.O.P.E. organization helps Raytheon expose its employee population to various nonprofit agencies. The group runs a fund-raising campaign that donates between \$750,000-\$1 million annually to hundreds of different community service agencies. Raytheon assists with these efforts by donating funds and designating a location on their intranet site for employee giving. Initiated in 2001, the site provides access to various donation forms. Rays of H.O.P.E. also created the Employee Emergency Fund. Employees donate to this fund, which is available to Raytheon employees in times of disaster situations such as illness, the loss of a home or death of a family member. An outside agency manages this program so that employees can maintain anonymity. Additionally, the R-Team provides flowers or a donation when an employee's immediate family member passes away.



Louise Francesconi, leader in the missile systems industry, takes time out to talk to children about careers during "Take Your Kids to Work Day."

Beyond blood drives and giving programs, Raytheon supports community activities benefiting local children such as mentoring, teaching, college scholarships, and other funding. Some employees have worked to rebuild homes and refurbish a children's therapeutic riding school. Hundreds of Raytheon employees participate in fund-raising walks, runs and bike rides each year for a variety of nonprofit agencies.

The bottom line

Raytheon believes that employees are the most important component of their business. Through community services, dependent care programs and many more employee benefits, the company demonstrates that it values the whole employee, not just the part who appears at work everyday. Morale, productivity and retention are important to Raytheon's success. The WorkLife & Wellness Program demonstrates an excellent return on investment through increased productivity. Employees enjoy the quality employee services and appreciate working for a company that supports them at work and in life.

The Raytheon Missile Systems award entry was submitted by Anne Palmer, WorkLife & Wellness administrator, Raytheon Missile Systems, Tucson, AZ. You may contact Palmer at (520) 794-2190 or aepalmer@raytheon.com.



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Eastwood Award 2,500-5,000 employees

Investing In a workforce

At Mercy Health System, the secret to success lies within its employees

Single-location hospital to a 43-location health system serving two states and offering a wide range of employee services. This system is built on the philosophy that to best serve the patients, you must first and foremost serve your employees. Management works side-by-side with employees to form partnerships and determine how to meet the staff's needs. As a result of this heightened degree of communication, the Human Resources Department at MHS has been able to use suggestions from employees to implement benefits such as discounts on oil changes and a childcare placement service for employees. With regular recognition dinners, and other reward programs, the staff and management maintain a close-knit community despite the tremendous growth it has experienced. Through its ability to integrate the management and staff, MHS has proved to be a model for success.

Partnership: The key to success

MHS has a unique partnership with all members of the staff, physicians and management. Perhaps the most important factor in creating this partnership is communication. An open door policy with the CEO and other

management encourages openness and suggestions. Management and staff regularly take part in a number of activities to help define and meet employees' needs. Weekly meetings held by Executive Council members who represent the entire system of MHS help to identify

Investingina Workforce

Mercy Health System



MHS president and CEO Javon R. Bea (right), pictured with a fellow partner at Mercy's Annual Partner Picnic, believes that successful employee services lead to content partners, which, in turn, results in higher quality care for patients.

areas that could use improvement. Management also performs weekly rounds to connect with staff and learn how to better serve their needs. As a result, the company decided to perform evaluations after training programs, relocate new employee orientation to multiple locations and expand training hours into the evening. A video featuring the CEO at new employee orientations and orientations held at multiple locations accommodates the geographically dispersed staff of MHS. Members of the Executive Council work alongside staff to perform daily activities and remain in touch with organizational operations. The Executive Council also writes personal thank you notes and letters to staff members and physicians who exemplify MHS's values. MHS knows that meeting employees' needs will naturally contribute to a better bottom line.

Recognition

The organization is very aware of the contributions of its staff and feels it is both the organization's duty and honor to provide them with a positive, pleasant and rewarding environment. Feedback from staff has lead to the development of recognition programs such as the Above and Beyond the Call of Duty (ABCD) program and the CO\$T program. Staff who demonstrate best practices in their daily work are recommended for the ABCD award. The CO\$T program, Cash on Suggestions Taken, encourages staff to submit ideas that will help keep expenses down. The reward employees receive depends on the amount of annual savings. For example, if there is an annual savings of less then \$1,000, the employee will receive a recognition gift. A savings of \$1,000-\$4,999,

results in a restaurant gift certificate. A savings of \$5,000-\$14,999 results in a \$250 shopping spree. Anything over \$15,000 results in a three percent cash award worth up to \$10,000. MHS holds regular service award receptions and dinners that recognize outstanding and long-term staff members. The diversity of its recognition programs and the regular introduction of new programs maintain employees' interest and motivate them to succeed.

Balancing act

Along with the rewards programs, the Human Resources Department and Culture of Excellence Steering Committee have implemented multiple programs to help employees achieve better balance between their work and personal lives. By holding family events such as picnics and holiday dinners at multiple locations that accommodate all staff, MHS can reach more employees and show that they are appreciated. With so many employees working long hours and balancing family responsibilities, MHS chose to offer a childcare placement service and ill in-house childcare. In addition to offering employees discounts for local family entertainment, MHS also provides hundreds of classes such as yoga and stress reduction at a substantial discount to all MHS staff and their families. MHS offers a free computer-training center that educates employees on various types of software, and a tuition reimbursement program. The Culture of Excellence Steering Committee ensures that training and educational opportunities are accessible to employees at all locations. These programs, along with others, have ensured that the staff has plenty of opportunities to develop themselves and their careers without neglecting their personal lives.



Partner Forums provide a fun, interactive venue to educate partners on upcoming changes at MHS.



MHS partners often volunteer their time and talent at health fairs and events.

Conclusion

The programs at MHS have fostered nothing but success. Today, its nearly 260 physician partners are responsible for about \$180 million of the system's \$436 million in revenue. The program has made way for improvements in employee satisfaction and the number of employees who receive service awards has increased as a result. An unparalleled 6,569 ABCD awards were presented in 2002 for outstanding work. According to MHS's Partner Satisfaction Survey, the percentage of employees who feel they are "a valued member of the Mercy team" rose from 70 percent in 2001 to 80 percent in 2002. Obtaining staff and management input in implementing new employee programs is the key to future development and success. MHS continues to implement new approaches to determining departmental needs and the best methods for communicating the changes. The strong relationship between staff and management is an essential factor to the company's success.

The MHS award entry was submitted by Renee Dooman, childcare & activities coordinator, Mercy Health System, Janesville, WI. You may contact Dooman at (608) 756-6552 or rdooman@mhsjvl.org.

Call for Nominations

Director at Large Positions

Deadline: September 30, 2003

Director at Large positions on ESM Association's Board of Directors are open for nominations. This position requires a two-year term beginning in January 2004. The following qualifications are necessary:

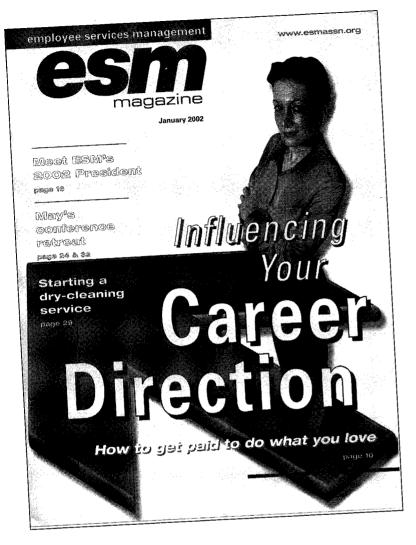
- Only those persons holding a General, Chapter Organizational, Academic, or Individual membership are eligible for nomination.
- Each nominee must be certified as a Certified Employee Services Manager (CESM), Recognized Volunteer Employee Services and Recreation Administrator (RVESRA) or have vocational experience and responsibilities that meet the basic eligibility requirements of candidacy for ESM Association's Certification Program.
- Each nominee must have written permission from his/her supervisor stating the employer's commitment to provide time and financial support.

Directors at Large attend and participate in four National Board of Directors Meetings each year (one in the winter, two during ESM Association's Annual Conference & Exhibit and one in the fall). Board members are responsible for their own travel expenses.

Please submit your nomination along with your name and company to Nominating Committee Chair Jack Poll via e-mail at jack.poll@sas.com or fax to (919) 677-4444 by September 30, 2003. You are welcomed to nominate yourself. For more information, contact Jack at (919) 531-7966.

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Less than 1,000 employees

Partnership for Perfection

The Las Vegas Convention and Visitors Authority's management, Human Resources and employee association work together to deliver top employee services

With forward thinking and an eye for the bottom line, the Las Vegas Convention and Visitors Authority (LVCVA), Las Vegas, NV, implemented new employee benefits in 2002, such as its wellness and employee assistance programs, and improved on past successes, such as its Services Awards Program and employee events. Last year, the public entity's commitment to developing and maintaining high-profile and effective employee services programs resulted in a significant drop in turnover from 8.13 percent in 2001 to 5.62 percent in 2002. The company attributes this success to higher employee morale, an increased sense of employee appreciation and the ability for employees to find balance in their busy lives through workplace programs specifically designed to meet their needs.

Multiple facilities

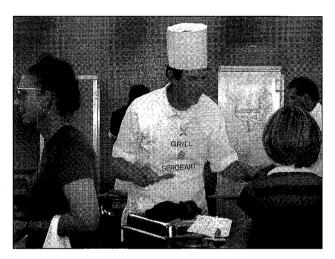
Communication is the key to any successful employee program and the LVCVA works diligently to spread the word about its programs. The LVCVA operates two convention facilities (the Las Vegas Convention Center and Cashman Center), five Visitor Information Centers (Las Vegas, Laughlin, Jean, Mesquite, and Boulder City) and

three Regional Sales Offices (Laughlin, Chicago and Washington, DC), employing 482 full-time employees and 402 part-time/on-call employees. Since many departments function outside traditional work hours, the LVCVA makes an extra effort to ensure all employees have equal access to employee services programs and events. The company alternates the days and times of its



Partnership for Perfection

Las Vegas Convention and Visitors Authority



Senior Vice President of Administration Jim Gans works the grill at the Las Vegas Convention & Visitors Authority (LVCVA) Sausage Bash 2002.

meetings to accommodate varying schedules. E-mail and the LVCVA intranet site give employees access to information around the clock.

Employee events

Special events are the bread and butter of the LVCVA's all-volunteer Employee Recreation Committee (ERC). Comprised of five LVCVA employees serving as Officers and seven as Members at Large, the ERC works to organize family-friendly events for LVCVA employees. In 2002, ERC activities included the Valentine's Day Pie Eating Contest, Easter Eggstravaganza Egg Hunt, Halloween Costume Contest and the group's two showcase events, the Children's Holiday Party and the Annual Sausage Bash company picnic at the minor league baseball stadium Cashman Field, Las Vegas, NV. The ERC promotes its activities to employees via e-mail and bulletin board postings. They also obtain support from LVCVA managers and executives, who donate their personal time, provide marketing resources and personnel for set up and tear down of events, and allow the use of convention facilities free of charge.

The ERC raises the majority of its own funds through soda machine sales, commission from snack machines, book fairs, entertainment coupon book sales and employee cookbook sales. They also receive generous donations from LVCVA employees and management, as well as outside companies exhibiting at the Las Vegas Convention Center and Cashman Center.

Wellness

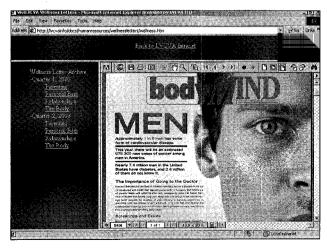
The company's most noteworthy employee program is a wellness initiative called *WelLVCVA*, in which the Human Resources Department partners with Sunrise and

Mountain View Hospitals, Las Vegas, NV, to gather statistics on the health of its workforce. At popular employee meetings and events, such as Open Enrollment, a hospital representative is on hand to conduct voluntary health surveys and provide free blood pressure and body fat testing. The survey is strictly confidential—the LVCVA staff does not see the survey cards or record who completes them. The hospital gives participating employees free tickets to a local comedy club.

From the data collected, Sunrise and Mountain View Hospitals prepare a health summary outlining the habits and potential health risks of the LVCVA workforce. Entering 2003, the Human Resources Department is using the data summary to custom build a *WelLVCVA* health and wellness fair that specifically addresses the health needs of its employees. By aggressively promoting wellness in 2002, in combination with simplifying its workers' compensation claims process, the LVCVA dropped its number of workplace injuries by 21 percent and its OSHA-reportable incidents by 26 percent since 2001.

Work/life balance

Last year, the LVCVA launched a new employer-paid Employee Assistance Program, managed by Integrated Insights, San Diego, CA. Through a website and 24-hour 800 number, employees gain access to counseling and information on topics such as Relationships and Marriage, Parenting, Stress Management and many other work/life balance issues. The program also provides resources for child-care and eldercare, education, financial counseling, and petcare. The LVCVA holds Informational Meetings to advise employees of this free service as well as Manager and Supervisor Training Meetings to stress the importance of using care and confidentiality when referring employees with health, family or financial problems.



On the LVCVA's intranet, employees access the WelLVCVA page for comprehensive health and wellness information.

Employee recognition

The LVCVA extends its gratitude for years of loyal service by awarding Service Awards to employees who reach any multiple of five years of service. Recipients of this award receive a LVCVA lapel pin or charm and a gift item of the employee's choice. In 2002, the LVCVA streamlined the ordering process from catalog orders to phone and online orders. In January, those employees who reached a service plateau the previous year are further recognized during a Service Awards Luncheon hosted by the LVCVA President and CEO Manuel J. Cortez.

For the LVCVA's Employee of the Month Program, managers and supervisors nominate employees who perform above and beyond the call of duty. A panel of LVCVA Vice Presidents reviews the nominations and makes a recommendation to the President and CEO for ratification. Recipients of this award receive a commemorative certificate, use of a preferred parking space, a \$50 check from Nevada Federal Credit Union and \$75 in gift certificates to local restaurants from the ERC. During the LVCVA's monthly public Board of Directors meeting, each Employee of the Month receives a plaque. At yearend, the LVCVA places an advertisement in the Las Vegas Review-Journal newspaper recognizing the year's award recipients. In January, the LVCVA randomly selects one lucky Employee of the Month from the previous year as Employee of the Year and presents the winner with \$1,500 in travel vouchers.

Management support

One of the LVCVA's goals is to increase upper management awareness of its employee services programs by recognizing that executives are employees too. Like its rank-and-file employees, LVCVA executives receive



Secretary Victoria Miller updates a bulletin board displaying photos from the Employee Recreation Committee's events and activities.



In the LVCVA Administration Office, the Employee of the Month "Excellence at Work" wall recognizes employees who go above and beyond the call of duty.

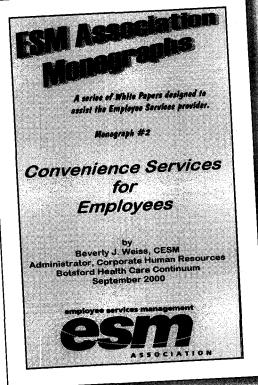
information from Human Resources and the ERC via flyers, e-mail, the intranet, and more. In addition, Vice President of Human Resources Mark D. Olson continually updates upper management on Human Resources activities and programs at Department Head Meetings. The promotion of these programs pays off, as upper management continues to support and participate in the many events and activities of the LVCVA employee services program.

Conclusion

The employee services program at the LVCVA thrives due to the partnership of upper management, the Human Resources Department and the ERC. With the collaboration of these three entities, the company successfully plans, implements, manages, and publicizes creative employee services programs that meet employees' needs while enhancing the bottom line. The LVCVA's work/life benefits simplify employees' lives and the awards and recognition programs encourage employees to advance within the company, which has contributed to the company's recent reduction in turnover. The LVCVA's continuous efforts to obtain the best services for its employees, through evaluation and employee feedback, make the company an employer of choice.

The Las Vegas Convention and Visitors Authority's award entry was submitted by Tim Callaway, benefits coordinator, LVCVA, Las Vegas, NV. He may be reached at (702) 892-7527 or tcallaway@LVCVA.com.

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Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, Convenience Services for Employees explains:

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Innovative Program Award

Employee Recognition Event

Reviving the Holiday Dinner

The M.D. Anderson Cancer Center invites 13,000 employees and volunteers to dinner

Cancer Center, Austin, TX, celebrate the hard work and dedication of their employees and volunteers with an Annual Holiday Dinner. The Dining Services staff serves the dinner over three work shifts at two Medical Center locations over a two-day period. The goal of this event is to bring employees together and instill the spirit of the holiday season throughout the institution. Throughout its history, the event always proved to be a success, with nearly 8,000 employees enjoying the meal and participating in various holiday activities and entertainment throughout the month of December. Yet, as the workforce grew and the campus became increasingly dispersed, the Employee Programs staff struggled with the logistics of serving food to the entire workforce. Eventually, the company was faced with the decision of whether or not to cancel their annual tradition.

A changing workforce

By 2001, the M.D. Anderson Cancer Center had 13,000 employees and volunteers working in 31 buildings in Houston, TX, and two buildings in the Austin, TX,

area. The growth caused the Employee Programs staff to run into a roadblock while planning the Annual Holiday Dinner. The only location large enough to serve the large group of employees was stationed relatively far from the

Reviving The Holiday Dinner

M.D. Anderson Cancer Center



A member of the management team welcomes guests to M.D. Anderson Cancer Center's Annual Holiday Dinner.

kitchen preparation area. Due to the crowds of people en route to dinner, food deliveries from the kitchen were slow. The Dining Services staff was unable to efficiently replenish the food items and keep them hot.

That same year, the results of a follow-up survey to the event confirmed what the Employee Programs staff already knew—that many employees were dissatisfied with the outcome of the event. Some employees complained of cold food, while others said they waited a long time to receive their meals. In addition, employees felt the meal's presentation detracted from the perceived quality of the chicken dinner. In the end, M.D. Anderson Cancer Center was left to reevaluate the feasibility of having an Annual Holiday Dinner for employees all together.

Budget troubles

The budget for the Annual Holiday Dinner was based on a per capita estimate of attendance. As opposed to using state funds for this type of program, the hospital allocates a portion of its annual revenue to this event. Problems with the 2001 event prevented the executive management from allocating funds for the dinner to the 2002 budget. Meanwhile, the Employee Programs staff prepared executive summaries that explored the reality of canceling the holiday meal. They also considered various other options for recognizing employees during this time of year, including distributing vouchers and presenting employees with gift certificates. Eventually, the predicament was deferred to the top. The Management Committee, which is comprised of the Executive Vice Presidents and the President, decided to augment the

budget by \$60,000 to continue the holiday dinner tradition. The Employee Programs staff's total budget for the dinner, tickets, flyers, holiday cards, candy canes, wreaths, and prizes was \$110,000.

The new holiday dinner

With a new lease on this event, the Employee Programs staff was afforded the opportunity to explore alternative approaches to the Annual Holiday Dinner. They decided to deliver the meal to employees instead of requiring them to travel to a central hospital location. In the past, some employees were unable to travel to the meal serving area. By deciding to bring dinner to each location, the Employee Programs staff knew participation would drastically increase. As a result, they decided to spread the event over a four-day period and plan for multiple food deliveries. As part of the preparation, employees received notification of the time, date and location of their holiday meal via a color-coded invitation and meal ticket.

One of the hospital's goals was to increase management's visibility to employees. The Employee Programs staff enlisted the participation of all levels of management to assist in the distribution of the dinners and candy canes. Faculty Members and Department Chairs, usually known as professional, serious folks, interacted with lower-level employees they might otherwise never meet. Wearing festive holiday headgear, management at all 11 distribution locations reveled in the opportunity to meet, greet and wish employees a happy holiday season.



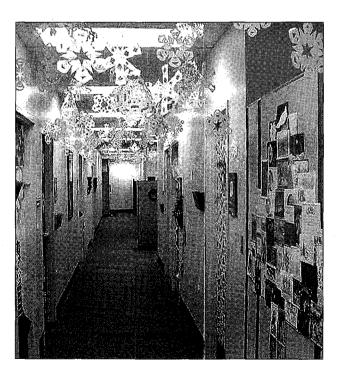
Management, employee volunteers and members of the Dining Services staff serve food to M.D. Anderson Cancer Center's workforce.

With the elimination of a central event location, the Employee Programs staff was concerned the event might lose some of its feeling of camaraderie. Instead, they individualized the dinner by sending each employee a personalized holiday greeting from the Executive Management Team utilizing M.D. Anderson Cancer Center's famous Children's Art Project greeting cards. They tucked the card under a golden elastic cord wrapped around a compartmentalized food container.

The big picture

The Holiday Dinner is not a standalone program, but rather the high point of a holiday recognition-based motivational program designed to reach M.D. Anderson Cancer Center's diverse employee population. Other holiday activities coordinated by the Employee Programs staff included the Employee Choir, which offered holiday entertainment at various locations and reflected different cultures and languages; holiday crafts and how-to classes; and door and wreath decorating contests. M.D. Anderson Cancer Center auctioned some of the decorated wreaths to raise funds for the Social Work Department's Adopt a Patient Family Program and donated the remaining wreaths to patients and their families.

All of these programs supported M.D. Anderson Cancer Center's Core Values of Caring, Integrity and Discovery, and employees enjoyed them. The Employee



Holiday décor adorns the offices for the employee doordecorating contest.



Employees decorate wreaths that M.D. Anderson Cancer Center either auctions for charity or donates to cancer patients and their families.

Programs staff administered a random survey asking employees to rate all aspects of the holiday programs. Generally, the revamped event was well received. Many employees said they were pleased to learn that their wreaths cheered up patients at an otherwise low point in their lives; and they enjoyed the stress relief and camaraderie of the arts and crafts programs. To satisfy such a large and diverse employee population was an accomplishment for the Employee Programs staff.

Conclusion

In a workplace where cancer is an everyday reality, the employees who care for M.D. Anderson Cancer Center's patients require the interactive good cheer of the Annual Holiday Dinner and festivities. The Employee Programs staff's ability to renew the success of the event lead to a greater respect for the skills of the Employee Programs staff and the value of their function within M.D. Anderson Cancer Center. The decision to retain this program proved that recognition and rewards programs are an investment in employees that sets the institution apart from its competitors. For management, the value of investing in the goodwill and happiness of the employees clearly outweighed the cost of the program.

M.D. Anderson Cancer Center's award entry was submitted by Pud Belek, supervisor, employee programs, M.D. Anderson Cancer Center, Houston, TX. He may be reached at (713) 745-6478 or jbelek@mdanderson.org.

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General Member Award

Top Volunteer in 2002

Association Leader

Mary Lou Panzano, RVESRA, is recognized for her dedication to the field

mployee Services Management (ESM) Association honored Mary Lou Panzano, RVESRA, director of communications, Prudential Financial, Newark, NJ, with ESM Association's 2003 General Member of the Year Award for her outstanding contributions of time and expertise to the association.

The 2003 General Member of the Year Award recognizes one ESM Association General Member who best meets the following criteria: displays a proven dedication to the employee services field, is an active participant in ESM Association, makes significant contributions to a local chapter or the national organization, and was an employee of a General Member company during 2002. Panzano's efforts helped ESM Association progress over the last year and she has earned the respect of her peers.



Mary Lou Panzano, RVESRA, director of communications, Prudential Financial, Newark, NJ, poses with her 2003 ESM Association General Member of the Year Award.

Association Leader Mary Lou Panzano, RVESRA

At Prudential

Panzano, a Recognized Volunteer Employee Services & Recreation Administrator (RVESRA), has been a volunteer in the employee services field for 18 years. Her volunteer efforts began in 1985, when she served on the Board of Directors of the Prudential Employee Recreation Association (PERA). In addition to her full-time public relations position, Panzano volunteered to coordinate a variety of employee programs for the company's global headquarters office, serving over 6,000 employees. She managed such programs as the holiday chorus, group travel, candy and book sales, and educational sessions on eldercare and various health and wellness programs. Under her leadership, the employee association began an Annual Awareness Day to enhance employees' knowledge of Prudential's employee programs. To coordinate and communicate those programs, she enlisted the help of Prudential's fitness program managers, retired association members and employee services volunteers. Panzano is an expert speaker and educator within and outside of Prudential Financial. She played an impor-

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tant role in her company's management decision to change its employee services association structure from several independent employee associations at different Prudential sites to one centralized function. Today, Panzano continues to communicate to employees the various programs the company offers.

Local mentor

Panzano has been a leader within ESM Association for over 13 years. She is a charter member of the ESM Association New Jersey Chapter and has served in a variety of leadership positions such as Northeast Regional Director, Chapter President and National Board Member. In 1996, Panzano was a member of the planning team that coordinated ESM Association's Northeast Regional Conference in Secaucus, NJ.

Her greatest local accomplishment in 2002 was her initiative to reengage the members of the ESM Association New Jersey Chapter. Location and time constraints made it difficult for chapter members to meet face-to-face. With the implementation of monthly conference calls, online educational forums and various communication tools, Panzano helped increase chapter participation fivefold. With her valued leadership, the ESM Association New Jersey Chapter continues to thrive.

National leader

Nationally, Panzano has participated in ESM Association's Annual Conference & Exhibit for 12 consecutive years. She served on the ESM Association Board of Directors for three years, beginning in 1998 when the Board elected her Director at Large. Throughout the years, she served as Chair of the Public Relations Committee, always eager to share her knowledge on media relations, promotional concepts and member relations. A recognized leader in the industry, ESM Association chose Panzano to participate in the association's Strategic Long-Range Planning Meetings. In 1999, she was responsible for the recommendation of Prudential's Chairman and CEO Art Ryan as ESM Association's Employer of the Year.

Whether she is serving as an author for *ESM Magazine*, a speaker at ESM Association's Annual Conference & Exhibit or a peer mentor, Panzano continues to help ESM Association support and enhance the field of employee services. ESM Association President Jack Poll, CESM, presented Panzano with the 2002 General Member of the Year Award on May 18, 2003 at the Opening General Session of ESM Association's 62nd Annual Conference & Exhibit, held at the Royal Pacific Resort at Universal Orlando®, a Loew's Hotel in Orlando, FL.

Supplier Award

Chuck Bashian National Associate Member of the Year Award

Excellence in Marketing

Chelle Rupp, Anheuser-Busch Adventure Parks, is recognized for her loyalty to the employee services market

🔁 helle sales manager, Rupp, regional Anheuser-Busch Adventure Parks, Anaheim, CA, received Employee Services Management (ESM) Association's Chuck Bashian National Associate Member of the Year Award for her dedication of time and expertise to the employee services market in 2002. Named in honor of ESM Association's former marketing director, the late Chuck Bashian, The Chuck Bashian National Associate Member of the Year Award recognizes one ESM Association National Associate Member (supplier member) that displays a true understanding and appreciation of employee services providers' product and service needs.



ESM Association President Jack Poll, CESM, presents Chelle Rupp with the 2003 Chuck Bashian National Associate Member of the Year Award.

Excellence Marketing

Chelle Rupp, Anheuser Busch Adventure Parks

Rupp is the first person to receive this new award. She perceives ESM Association as a partnership between Organizational Members, National Associate Members and the association to provide the best offerings to employees. As a result, Anheuser-Busch Adventure Parks holds membership with the national organization as well as over 10 local chapters of ESM Association.

Conference exhibitor and sponsor

Anheuser-Busch Adventure Parks has exhibited at ESM Association's Conference & Exhibit for the last 28 years. In 2002, the company received the Third Place Best Booth Award for its appealing exhibit booth and superb exhibiting skills. Rupp welcomes attendees to the booth with her warm smile and positive, helpful attitude. As an exhibitor, her company offers conference attendees and their employees free membership to Anheuser-Busch Adventure Parks' Business Sales Program and a discount on park admission and animal encounters. She provides ESM Association Members with special event packaging and year-round ticket programs. Anheuser-Busch Adventure Parks' employee program is just one example

of how employee services managers work with suppliers to offer travel services that help employees balance their work and personal lives.

Over the last two years, Anheuser-Busch Adventure Parks sponsored conference events at its theme parks, SeaWorld San Diego and SeaWorld Orlando. Each year, Rupp worked as a liaison between the local event staff and ESM Association Headquarters to sponsor a fun and educational networking function for ESM Association Conference & Exhibit attendees. During the events, attendees enjoyed buffet dinners and entertainment in areas of the theme parks designated exclusively for conference attendees. Both events included access to the hottest rides and attractions and private showings of the Shamu Show.

Utilizing membership

Anheuser-Busch Adventure Parks takes advantage of ESM Association's various marketing options such as advertising in *ESM Magazine*. As an ESM Association National Associate Member, the company also participates in ESM Association's new online buying program,

onMYtime.com. Designed to help employees live balanced lives, onMYtime.com provides a web portal for Anheuser-Busch Adventure Parks and other suppliers to sell online merchandise and services directly to the employees of ESM Association Member Companies. Through onMYtime.com, Anheuser-Busch Adventure Parks offers discounted theme park tickets to SeaWorld San Diego, SeaWorld Orlando, SeaWorld San Antonio, Busch Gardens, and more.

ESM Association President Jack Poll, CESM, presented Rupp with The Chuck Bashian National Associate Member of the Year Award on May 18, 2003, at the Opening General Session of ESM Association's 62nd Annual Conference & Exhibit at the Royal Pacific Resort at Universal Orlando®, a Loew's Hotel.



Chapter Awards Local Recognition

Leaciers Among Us

ESM Association recognizes local chapters for membership development, communication tools and educational programs

In the early 1980s, Leonard R. Brice, former consultant for Employee Services Management (ESM) Association, helped develop the chapters that give ESM Association a strong foothold in most major markets throughout the U.S. today. ESM Association chapters are an excellent resource for local members to participate in networking meetings and educational opportunities covering employee services, work/life issues and recruitment and retention strategies. This exclusive network provides assistance to companies wanting to develop or improve programs based on ESM Association's "10 Components of a Well-Rounded Employee Services Program." Many members use their local chapters as a stepping stone to involvement in national leadership.

ESM Association's Leonard R. Brice Superior Chapter Merit Award recognizes chapters that display continuous effort in providing networking opportunities for members, delivering enhanced personal and professional development and conducting business in a sound manner. Based on their outstanding chapter administration, ESM Association presented the 2003 Leonard R. Brice Superior Chapter Merit Awards to ESM Association of Central Florida and the ESM Association Southern

Nevada Chapter. The awards were presented to the chapters at ESM Association's 62nd Annual Conference & Exhibit, May 18-21, 2003, at the Royal Pacific Resort at Universal Orlando®, a Loews Hotel, Orlando, FL.

ESM Association of Central Florida

With a total of 125 members and a nine percent growth rate in membership from 2001 to 2002, ESM Association of Central Florida provides networking, community ser-

Leaders Among Us Chapter Awards



The 2002 ESM Association Central Florida Chapter Board of Directors: (back row) Leslie Whitmer, discount committee chairperson, and Matt O'Born, 2002 vice president; (front row) Helen Galloway, secretary, and Paula Pease, president.

vice and educational opportunities to employee services managers located in the Central Florida area. Through membership and exhibiting at ESM Association of Central Florida's Annual Vendor Fair, local suppliers gain access to the virtually untapped employee market. Members meet and network at monthly educational meetings, held at entertainment venues throughout Central Florida such as Pirate's Dinner Adventure, Anheuser-Busch's SeaWorld, Wet 'n Wild, Universal Studios, and Gatorland. The chapter meetings consist of networking and education including such topics as "Fitness in the Workplace."

ESM Association of Central Florida leads by example. The chapter encourages members to create well-rounded employee services programs by incorporating ESM Association's 10 Components into the chapter's agenda.



Chapter members sign in guests of ESM Association of Central Florida's Annual Vendor Fair.

For example, ESM Association of Central Florida promotes community service by sponsoring the Russell Home for Atypical Children. This year, the chapter donated \$1,000 to the organization.

The chapter recruits and retains members with the "ESM E-Z Red Hot Bucks" recognition program. The program encourages and rewards members for attendance, participation on committees, working on special projects, recruiting new members, and supplying door prizes with red paper money in increments of \$5 and \$10. The chapter applied the "E-Z Red Hot Bucks" to an end-of-the-year auction, where members used their earnings to purchase additional drawing tickets and bid on five grand prizes donated by Local Associate Members.

ESM Association President Jack Poll, CESM, presented chapter leaders Paula Pease, staff project engineer, Northrop Grumman Laser Systems; Vivian Geary, employee services representative, Universal Orlando; and Terry Frazier, corporate sales manager, Wet 'n Wild, with ESM Association's Leonard R. Brice Superior Chapter Merit Award plaque on May 18, 2003 at the Opening General Session of ESM Association's 62nd Annual Conference & Exhibit in Orlando, FL.

ESM Association Southern Nevada Chapter

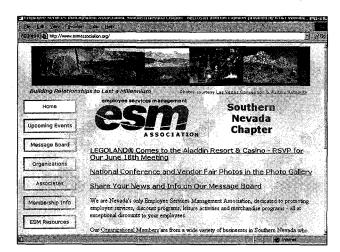
The ESM Association Southern Nevada Chapter committed itself to communication and networking opportunities in 2002. Informational meeting topics included "Communication," "Identity Theft" and "Wellness." Members also enjoyed informal meetings such as the Spring Fling Easter Egg Hunt, Putting Tournament and Holiday Party. The chapter promoted meetings and news via direct mail, e-mail and its website, www.esmassociation.org, which gives members ample opportunities to stay informed. In September, the ESM Association Southern Nevada Chapter successfully launched a message board on the website to encourage members to share news, information and ideas. In April, the annual Vendor Olympics Vendor Fair served as a recruitment tool as well as a special event for members. It was the highest attended fair in several years. The chapter also exhibited at the Southern Nevada Human Resources Association event in February and at the American Society for Training and Development (ASTD) Networking Fair in December.

The ESM Association Southern Nevada Chapter encourages networking and strategic partnerships. The chapter stays in close communication with ESM Association of Greater Phoenix by sharing information and ideas and hosting its website. Chapter leaders are in discussion with the ESM Association Southern Arizona



The 2002 Southern Nevada Chapter Board of Directors (standing left to right): Karen Frei, Jerry Quinn, Tim Callaway, Charles Floyd, Julie Kisosondi, Laura Golden, and Julie Kofford. Kneeling: Gina Layne, Stella Liege, Etta Knight, and Robin Henderson.

Chapter to host and develop its website as well. Chapter President Tim Callaway, benefits coordinator, Las Vegas Convention & Visitors Authority, spoke at ESM Association's 61st Annual Conference & Exhibit and was the featured speaker for the ESM Association New Jersey Chapter's Conference Call Meeting in October 2002, where he discussed website development and communication. Chapter Member Jennifer Morgan, senior workforce specialist, Bechtel Nevada, is an ESM Association National Director at Large.



The ESM Association Southern Nevada Chapter's website provides membership information, a calendar of events and a new message board that helps members network.

ESM Association President Jack Poll, CESM, presented Callaway with ESM Association's Leonard R. Brice Superior Chapter Merit Award plaque on May 18, 2003 at the Opening General Session of ESM Association's 62nd Annual Conference & Exhibit in Orlando, FL.

Growing the profession

Leonard R. Brice Superior Chapter Merit Award winners understand that to benefit members, local chapters must serve as an educational tool and professional networking resource. Through increasing their membership, offering special events and educational programs, and communicating effectively, the ESM Association of Central Florida and ESM Association Southern Nevada Chapter are diligently working to promote the importance of employee services in today's economy. Their services help employee services providers do their jobs better, assist companies in increasing their bottom-line initiatives and help employees achieve work/life balance.

The ESM Association of Central Florida's award entry was submitted by Terry Frazier, membership chairman, and corporate sales manager, Wet 'n Wild, Orlando, FL. The ESM Association Southern Nevada Chapter's award entry was submitted by Tim Callaway, chapter president and benefits coordinator, Las Vegas Convention & Visitors Authority, Las Vegas, NV.

YOUMake a Difference

For over 60 years, Employee Services Management (ESM) Association has worked diligently to provide the quality services you have come to expect from a professional, employee services organization. We base our success on the level of appreciation our members exhibit for ESM Association's member benefits.

Join the ESM Association member companies supporting the employee services profession and consider donating to the "YOU *Make a Difference*" project to benefit the ESM Association Foundation. Your funds will help provide employee services education to ESM Association members.

Special Thanks

Thank you to those who have already responded to ESM Association's request for donations. Please look for formal recognition in ESM Magazine and on www.esmassn.org.

Ye	es, I will contribute to the ESM Asso	ciation Foundation in the amount o	of:
	Platinum Donation—\$300 ESM Association's website and a		•
	Gold Donation—\$200. Co. and at ESM Association's Annua	_	on ESM Association's website
	Silver Donation—\$100. Conference & Exhibit.	ontributors will receive recognition	n at ESM Association's Annual
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Volunteer Recognition

Brenda Robbins, CESM, is honored for serving ESM Association for nearly 20 years

mployee Services Management (ESM)
Association honored Brenda Robbins,
CESM, Group Leader of the Southwest
Research Institute's Research Recreation
Association and Fitness Center, San
Antonio, TX, with the Distinguished Service
Award for her outstanding long-time
contribution of time and expertise to
ESM Association.

For over 60 years, ESM Association has presented this special award to members whose volunteer work truly defines active membership in ESM Association. The efforts of each Distinguished Service Award recipient have been instrumental in the success of ESM Association and they have earned the respect of their peers.



ESM Association President Jack Poll, CESM, awards Brenda Robbins, CESM, with the Distinguished Service Award at ESM Association's 62nd Annual Conference & Exhibit.

Volunteer Recognition Brenda Robbins, CESM

Regional contributions

Robbins, a Certified Employee Services Manager (CESM), has been a member of ESM Association for over 19 years. She is a charter member of the ESM Association San Antonio Chapter and has served in a variety of leadership positions such as Chapter Board Member, Chapter President and National Board Member. In 1994, Robbins helped coordinate ESM Association's 53rd Annual Conference & Exhibit in San Antonio, TX, which rated as one of ESM Association's most successful events for its strong educational sessions and bustling Exhibit Hall.

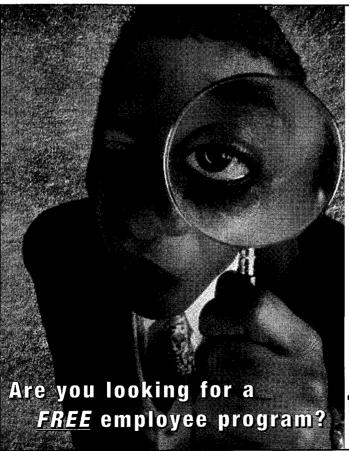
Far-reaching accomplishments

Nationally, Robbins served on the ESM Association Board of Directors for a decade, beginning in 1990 when the board elected her National Director of the Southwest Region, which called for her to serve as chair of the Government Affairs Committee. Throughout the years, she served as Chair of several other committees including the Awards, Policy and Personnel Committees. In 1999, she served as ESM Association President. A recognized leader in the industry, ESM Association chose Robbins to participate in the association's Strategic Long-Range Planning Meetings. Whether she is serving as a

resource for *ESM Magazine*, a frequent speaker at *ESM Association's Annual Conference & Exhibit or a consultant to her peers, Robbins continues to help ESM Association promote the value of employee services. She is an approachable, charismatic leader who understands the importance of benchmarking and building relationships with colleagues.*

National recognition

ESM Association President Jack Poll, CESM, presented Robbins with the Distinguished Service Award at the Opening General Session of ESM Association's 62nd Annual Conference & Exhibit, held at the Royal Pacific Resort at Universal Orlando®, a Loew's Hotel in Orlando, FL. During her acceptance speech, Robbins recalled the first ESM Association Conference & Exhibit she attended and expressed an appreciation for the membership welcoming her into the association and allowing her to feel a part of the group. She then offered her expertise and friendship to the new members attending this year's conference. Overall, Robbins is respected for her dedication, ability to see opportunities where challenges exist and her high-spirited enthusiasm for advocating employee services in the workplace.



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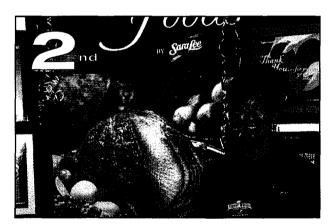
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National Associate Members

Exhibitor



Universal Studios Theme Parks



Monogram Foods



Awards By Kaydan

Best Booth Awards

During ESM Association's 62nd Annual Conference & Exhibit, ESM Association recognized three Exhibitors with the John Davis Best Booth Award for appealing booths and superb exhibiting skills (See photos, left):

First Place: Universal Studios Theme Parks

Second Place: Monogram Foods Third Place: Awards By Kaydan

Exhibitor Longevity Awards

Thank you to the following suppliers for their continuous years of exhibiting at ESM Association's Annual Conference & Exhibit:

10 Years: Employee Printing Services 5 Years: Doubletree Castle Hotel **5 Years:** Get Away Today Vacations

5 Years: Men's Wearhouse

Exhibit Hall Judges

Thank you to the following volunteers for their time in evaluating each of the 90 Exhibit Booths and determining the winners:

Debra Cheek: Moffitt Cancer Center, Tampa, FL William Gutman: John Hopkins Applied Physics

Lab, Laurel, MD

Bobbie Ramsey: American Airlines Headquarters,

Fort Worth, TX

Andrea Smith: Peak Activities, Glen Rose, TX

Laura Timm: Briggs & Stratton Corp., Milwaukee, WI



You're Invited to Enter ESM Association's 2004 Awards of Excellence Program

New award categories. Redesigned program structure. Improved qualifications.

ESM Association's Awards of Excellence Program recognizes the best Employee Services Programs and Activities. There are four categories: Eastwood Award, Innovative Program Award, General Member of the Year Award, and the Chuck Bashian National Associate Member of the Year Award.

Enjoy the Benefits of Participating

Receive national recognition! Award winners will be honored at ESM Association's 63rd Annual Conference & Exhibit, May 20-23, 2004, at the Gaylord Opryland Texas™ Resort & Convention Center, Grapevine, TX. They will receive an award to display at the office and ESM Association will alert the press of their accomplishment with an article in ESM Magazine.

Eastwood Award

Bestowed to the most outstanding overall employee services program of 2003.

General Member of the Year Award

Nominate an ESM Association General Member for the General Member of the Year Award. Individuals nominated must meet the following criteria:

- Dedicated to the field of Employee Services.
- An active participant in ESM Association.
- Makes significant contributions to the local chapter or national organization.
- Was an employee of a General Member company during 2003.

Chuck Bashian National Associate Member of the Year Award

This award is named in honor of the late Chuck Bashian, former marketing director for ESM Association. Individuals nominated must meet the following criteria:

- An active participant in ESM Association.
- Makes significant contributions to Association.
- Was an employee of a National Associate Member company during 2003.

Innovative Program Award

This award recognizes the creativity behind an individual program or activity within an overall employee services program in 2003.

2004 Awards of Excellence Entry Form • Deadline: January 31, 2004

ESM Association • Attn: Awards Committee • 2211 York Road, Suite 207 • Oak Brook, IL 60523-2371 • Phone: 630-368-1280 • Fax: 630-368-1286 • jamiesennett@esmassn.org • www.esmassn.org

Planning

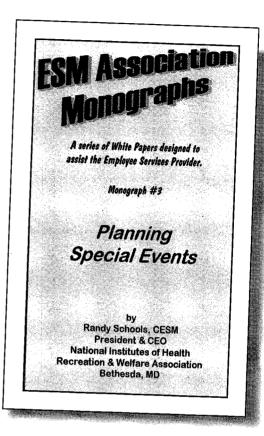
Special Events

 S pecial events are a component of employee services that bring employees. friends and families together. Special events not only promote a unified workforce, but they also boost morale by showing appreciation and rewarding employees for their work. Yet, without guidance, planning special events for a large employee base can be overwhelming, time consuming and costly. The third ESM Association Monograph, Planning Special Events, is a how-to guide that provides simple tips for planning successful special events. From selecting the perfect venue to developing a budget, this Monograph will help you plan memorable, enjoyable and cost-efficient events that will give your employees a sense of pride in the company.

Employee Services Management (ESM) Association's Monograph #3, *Planning Special Events*, by Randy Schools, CESM, president and CEO, National Institutes of Health, Recreation & Welfare Association, Bethesda, MD, advises on:

- Selecting an event site.
- Choosing the menu.
- Developing a budget.
- Evaluating the event.

This informative brochure is free to ESM Association Members. Also read Monograph #1, Obtaining Management Support for Employee Services, and Monograph #2, Convenience Services for Employees. View all three Monographs in the Member Resources Section of www.esmassn.org or order a hard copy from ESM Association.



Order Today!

Please send me my free copy of Monograph #3:
Planning Special Events

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This brochure is the third in a series of ESM Association Monographs. Please check here if you are interested in receiving Monographs on other employee services topics.

FAX order to (630) 368-1286 or MAIL to: ESM Association Headquarters 2211 York Road • Suite 207 • Oak Brook, IL 60523-2371 • www.esmassn.org • esmahq@esmassn.org

Creative

ESM Association's 62nd Annual Conference & Exhibit attendees learned to do more with less by using available resources and their imaginations

By Christina Higby

ttendees arrived at Employee Services Management (ESM) Association's 62nd Annual Conference & Exhibit ready to focus on more education, more benchmarking, more networking opportunities, and more fun in less time away from the office. After a year of little economic rebound and companies continuing to do more with less, attendees were looking for creative ways to use their available resources to offer more employee services with tighter budgets.

ESM Association's 62nd Annual Conference & Exhibit, May 18-21, 2003, at the beautiful Royal Pacific Resort at Universal Orlando®, a Loews Hotel, Orlando, FL, created the perfect atmosphere for the theme Destination: YOU, allowing attendees to veer from the beaten path and forge their own roads toward exciting employee services. Attendees enjoyed four days of morale-boosting motivation, education, networking, benchmarking, and fun. The Pre-Conference Workshop and General Session speakers encouraged attendees to

develop their minds and utilize original ideas to achieve remarkable results; create new out of old; change their programs to fit the ever-changing, younger workforce; and further their careers through accountability, focus, purpose, effective communication, and a positive attitude. Concurrent Sessions took on how-to topics including employee stores, travel services, nocost/low-cost programs, online buying/convenience services, health and fitness, dependent care, promoting employee services programs, and much more.



After a stimulating Pre-Conference Workshop, an attendee meets with Erik Wahl, president, The Wahl Group, San Diego, CA, to further discuss his unique perspective on "Unlocking the Art of Innovation."

The Exhibit Hall offered attendees products and services tailor-made to fit their corporate cultures, show-casing innovative employee programs, employee products, convenience services, travel and entertainment, and many discount opportunities. Attendees left excited to take home fresh products and services that will help boost morale, increase productivity and recruit and retain top talent.

Living creatively

For fresh ideas and take-home information on programs that benefit the bottom line, employee services providers attended the Pre-Conference Workshop and General Sessions. Erik Wahl, president, The Wahl Group, San Diego, CA, captivated Pre-Conference Workshop attendees by painting the Statue of Liberty to the song Proud to be an American in "Unlocking the Art of Innovation." Wahl challenged the group to stretch their right creative brain, instead of allowing the left brain to dominate. Attendees can use the right creative brain for fluency, flexibility, originality, and elaboration when developing superior employee services programs. According to Wahl, as we grow older, we are trained to critique our ideas and think logically. By asking attendees to recreate a childhood memory with Play-Doh, Wahl encouraged attendees to think like children and avoid being bound by logic. In exploring the science of reprogramming the mind, attendees honed their creative skills using exercises focusing on drawings and words. This exercise lead them to open their minds and uncover fresh approaches in problem solving.

A new generation of employees is entering the workforce, and the 68 million young adults who make up Generation Y are different than their predecessors,

Generation X. Eric Chester, CSP, president, Generation Why, Lakewood, CO, advised attendees on how to capitalize on Generation Y's demographic, work ethic, thought process, personality, perception, lifestyle, and qualities. Generation Y employees, born between 1980-1994, are more adaptable to technology, impatient, blunt and expressive, want to be recognized with tangible rewards, feel they are the victims of work, and question everything. At the same time, they are committed, loyal, innovative, and can be an asset to companies. To meet Generation Y's needs, employee services providers must tailor their programs to fit the everchanging, younger workforce. This means staying abreast of technology, making immediate changes, improving recognition programs to include tangible gifts, offering convenience services and online buying programs, and channeling their enthusiasm.

Attendees enjoyed Tuesday's lunch with a "Picnic in the Park" as Richard Aaron, CMP, CSEP, president, BiZBash Media, New York, NY, presented an example of a themed event in "Trends for Sizzling Special Events." Attendees gathered around tables with gingham-print table cloths as they dined on picnic food including buckets of fried chicken. According to Aaron, an event theme unifies the team, communicates a stronger vision, motivates excitement, drives the buy-in process, and defines collateral development. He says today's hot trends in themed events are Cirque du Soleil (anything in the air), pop culture, reality TV series such as Fox's American Idol, and Broadway shows including Hairspray. Branding the event is also important. Popular branding materials include placing the company logo on bar stools, pillows, floor mats, and serving trays.



ESM Association President Jack Poll, CESM, opens ESM Association's 62nd Annual Conference & Exhibit with acknowledgements and announcements at the Opening General Session.

Creative Thinking





During the Opening General Session, Eric Chester, CSP, president, Generation Why, Lakewood, CO, requires audience participation as he shares his humorous accounts of young employees' work ethics.

Aaron also suggests audience participation with such ideas as putting together a boy band, hiring magicians or planning a game show because people like to be part of the show. Demonstrating this idea, Paul Creighton, actor, T. Skorman Productions, Inc., Orlando, FL, dressed as a game-show host, then took Aaron's place on the stage and invited five conference attendees to participate in a game show. Soon after the game show, four men dressed as nuns performed a comedy skit that involved dancing, singing and even quizzing two conference attendees. Sister Mary Christmas, Sister Fairly Obvious and two other Sisters of Perpetual Motion—the gut-wrenching entertainment provided by Absolute Amusements, Orlando, FL—had attendees on their feet, dancing and laughing.

In the Closing General Session, "The Top 10 Mistakes People Make That Derail Their Careers," Steven R. Webber, president, Management Training

The Sisters of Perpetual Motion encourage the audience to laugh and dance with them during the General Session, "Trends for Sizzling Special Events."

Resources, Inc., Naperville, IL, identified the most common road bumps people face in their careers, why they exist and how to eliminate them. Attendees learned to develop a foundation of internal values for personal and professional success through accountability, focus and purpose and a self-development plan. Webber says that effective communication and the ability to manage multiple priorities are the skills attendees need to operate efficiently within an organization. By playing "the team game," being open to change and having a positive attitude, employee services providers will advance to higher levels within the organization. To provide a balanced work environment, attendees learned the importance of being playful, regardless of the situation. Webber's final principle, being service oriented, prepared attendees to apply their balanced values, skills and knowledge to serve others. "A good leader is a good servant," Webber says.

Learning from leaders

Concurrent Sessions educated attendees on ESM Association's "10 Components of a Well-Rounded Employee Services Program," as well as effective communication, security in the workplace, liability issues, and promoting employee services programs. Presenters provided valuable take-home information for attendees including benchmarking tools, innovative ideas and statistics. William E. Bailey, Ph.D., J.D., C.P.C.U., special counsel to the Insurance Information Institute, Chelsea, MA, taught attendees how to justify employee services programs to management in "Making a Business Case Through Effective Communication." Some tips Bailey shared include:

• Involve the manager or CEO and look at the situation from the manager/CEO's perspective.

- Obtain testimonials from employees who want a particular service at work.
- At least once a year, send management a packet of information on the services, tickets and discounts the company offers.
- Ask to present your programs to vice presidents or Board members during key company meetings.

Laura Wallace, MSW, supervisor of work/life programs, SAS Institute, Cary, NC, suggested attendees keep their fingers on the pulse of employees' needs in the Concurrent Session, "Childcare and Eldercare." Based on their corporate culture, SAS Institute's childcare program now targets teens. During the presentation, Wallace fielded questions from attendees to meet the specific needs of her audience. One attendee asked how liability issues make it difficult to open an onsite childcare center. Wallace suggested companies begin by offering a resource and referral service, and she referred attendees to companies SAS Institute partners with to offer this service.

Strategic Networking Forums allowed attendees to choose from a gamut of topics that affect employee services providers. With topics discussed in one-hour increments, this three-hour forum gave attendees the opportunity to benchmark with leaders in the field on issues from community services to vendor fairs. Gary Louie, administrator, Battelle NW Laboratories, Richland, WA, and Bobbie Ramsey, president, employee association, American Airlines Headquarters, Ft. Worth, TX, facilitated the forum "Special Events/Parties/Theme Ideas," where attendees discussed company events that appeal to Generation X and Generation Y, Children's Holiday Party ideas, paying Boy Scout/Girl Scout Troops to baby-sit for employees during an event, low attendance at company events, and much more. In "Utilizing Retirees as a Resource," facilitated by Joe Kopinski, CESM, special assistant to



Paula Pease, staff project engineer, Northrop Grumman Laser Systems, Apopka, FL, facilitates a Strategic Networking Forum, "Surveys as Tools," as attendees jot down ideas from peers.



Conference attendees participate in a take on the game show *The Weakest Link* to help demonstrate "No-Cost/Low-Cost Programs."

the CEO, Wisconsin Energy Corp., Milwaukee, Wl, attendees discussed self-supported retiree associations, a company-sponsored retiree website, employee associations reserving seats on the Board for a retiree, utilizing retirees for community service projects, car pools, BINGO with prizes, a "senior" prom, retiree Christmas parties, and much more.

Erik Wahl's Exhibitor Session, "Discovering Our Untapped Potential" 'edutained' Exhibitors on how to rekindle the thrill of selling and rediscover their burning desires to succeed. In the Leadership Networking Workshop, Mary Lou Panzano, RVESRA, director of communications, Prudential Financial, Newark, NJ, helped chapter leaders embrace a new approach to identifying and developing leadership skills. The Employee Store Workshop with Lynne Schwabe, president, Lynne D. Schwabe & Co., Middleburg, VA, discussed understanding customers, effective merchandising, managing and training employees, keeping up with competition, and more.

Best Practices

Leaders in the field illustrated their outstanding employee services programs to attendees in three Best Practices Sessions. Randy Schools, CESM, president and CEO, National Institutes of Health (NIH) Recreation and Welfare Association, Bethesda, MD, shared how his employee services program not only serves employees, but also their family, friends and the community. One of the most successful events Schools and his staff organizes for NIH employees is the Annual Outdoor Film Festival. The NIH Recreation and Welfare Association places movie screens on four acres of land for a 10-night movie festival for employees and their families and friends. Participants enjoy one old or new film each night, and the association brings in local vendors and passes around a donation box to raise up to

Greative Thinking



Past Presidents' Reception: (Front row, left to right) Immediate Past President Cindy Jameson, CESM; Roy McClure; Gloria Roque, RVESRA. (Back row, left to right) Executive Director Patrick Stinson; Phil Hall, CESM; Roger Lancaster, CESM; President Jack Poll, CESM; Brenda Robbins, CESM.

\$60,000 for NIH charities. This six-year-old event was the first NIH employee services event covered in the New York Times. NIH Recreation and Welfare Association also holds annual fundraisers for the non-profit organization Special Love—Camp Fantastic, including Camp Fantastic Ski Weekend, Ringling Brothers, Barnum & Bailey Circus Premier Night, Camp Fantastic BBQ, Camp Fantastic Family Fun Day, reunions, and more.

During the State Farm Insurance Co. Best Practices Session, Helen Patton, supervisor III activities, State Farm Insurance Co., Bloomington, IL, discussed the benefits of branding the State Farm Employee Association with an association logo. This helped create awareness and excitement for the association. Hundreds of volunteers go through an interview process that matches employees' abilities and preferences with volunteer responsibilities. Volunteers also sign a one-year contract, which ensures that jobs are completed and volunteers are satisfied with their experience. Upper management promotes volunteerism by noting an employee's volunteer efforts when considering him or her for a promotion within the company. Management also shows its support by contributing one-third of the cost for special events. Employees and family members within their households have membership cards that give them access to the employee association's services and recreation facilities. The association keeps administrative time and costs down by allowing employees to register for events online.

Beverly Weiss, CESM, corporate director of employee services, Botsford Health Care Continuum, Farmington Hills, MI, shared her Employee Services Department's major accomplishments throughout the past 30 years during the Botsford Health Care Continuum Best Practices Session. Weiss attributes her success to the department's partnerships. For example, Weiss partnered with Botsford's Auto Mechanics Group—the staff that services and maintains the hospital's ambulances—to provide employees with discounted onsite auto services. Employees drive their personal vehicles to the auto staff's work station for maintenance during the day, and employees' cars are typically ready at the end of their shifts.

Weiss also manages the employee discount program through the employee store, where employees can purchase tickets, postage stamps, film developing, and gift cards. The employee store generated \$100,000 in one year by selling gift cards through ESM Association National Associate Member the Great Lakes Scrip Center, Kentwood, MI. Botsford employees enjoy a dry-cleaning service and host a program called Clothes Closet, which both generate revenue for the Employee



Conference attendees participate in a Pirate Pre-Show at Pirate's Dinner Adventure on Sunday evening.

Services Department. Clothes Closet allows employees to sell and buy pre-owned children's clothes. Employees mark their items with size, price and an employee code. Botsford gives donating employees 90 percent of the marked price and the Employee Services Department retains 10 percent.

Exhibit Hall

Employee services providers entered the Exhibit Hall eager to meet with Exhibitors to create new product and service offerings for their employees, and improve upon existing programs. Nickelodeon's Jimmy Neutron, Boy Genius, invited attendees to the Universal Orlando booth, while American Family Day Corp. drew attendees with games and prizes. The Exhibit Hall offered a host of activities including inter-

active games, food functions and entertainment from Anheuser-Busch's SeaWorld's Sheiks. Exhibitors were fervent to speak with each conference attendee and help them develop tailor-made programs that fit their corporate cultures and budgets. At ESM Association's onMYtime.com booth, attendees and Exhibitors viewed the online buying website's growth and design changes. Attendees learned how to offer the discount program to their employees and suppliers took home information on how to advertise their products and services on the site.

Networking

During Sunday's Pirate's Dinner Adventure, ESM Association invited all attendees to climb aboard a Pirate's galleon for a reception, dinner and Pirate show. This interactive musical allowed attendees to be a part of the show as guests were divided into color-coordinated groups to cheer for a designated Pirate. Presented on an enormous, fully-rigged pirate's galleon, attendees watched as their Pirate fought to save Princess Anita and win her heart. Guests finished the night at the Pirate's Buccaneer Bash dance party.

Attendees braved the Incredible Hulk Coaster at Monday evening's event at Universal's Islands of AdventureSM Marvel Super Hero Island. Attendees dined on a delicious buffet and networked. Afterwards, they rode Dr. Doom's Fearfall, the Incredible Hulk Coaster, the Amazing Adventures of Spider-Man, and Storm Force AccelatronSM. Guests who preferred games headed to the game room to shoot hoops, dance, ride motorcycles, and pretend to be the Terminator. X-Men characters and Spider-Man himself mingled with guests during the event.

Tuesday evening, ESM Association offered attendees an excursion to Anheuser-Busch's SeaWorld Orlando. Shamu and friends greeted guests at the Ports of Call Gardens as attendees mingled, networked and enjoyed drinks and a buffet dinner. After dinner, guests moved to Shamu Stadium for a private showing of "Shamu Rocks America." Shamu and his Killer Whale family



Conference attendees prepare to take on the fast and furious Incredible Hulk Coaster at Universal's Islands of Adventure™ Marvel Super Hero Island.



Conference attendees pose for a picture with Shamu at Anheuser-Busch's SeaWorld Orlando.

wowed the audience with jumps, flips, tricks, and other complex behaviors. Afterward, guests indulged in desserts at Penguin Plaza and Kraken while a disc jockey entertained. Some attendees danced to the music or mingled, while others took to the two-year-old megacoaster Kraken Penguin Encounter.

Conclusion

Overall, conference attendees experienced four days of intense workshops, networking, benchmarking, learning to think out of the box, and fun. In this time of corporate skepticism, distrust and uncertainty, employees look to their employee services providers for assurance and stress relief. Employees expect rewards for their efforts and loyalty, incentives to stay and produce, and daily morale boosters. Now the challenge for employee services providers is to apply the knowledge they gained at ESM Association's 62nd Annual Conference & Exhibit in their efforts to gain trust, increase productivity, ensure safety, retain top employees, boost morale, and create a corporate culture conducive to growth and new ideas. Plan to stay in contact with ESM Association Members and Headquarters' staff for assistance and benchmarking until we are able to meet again next year, May 20-23, 2004, at the Gaylord Opryland Texas™ Resort & Convention Center, in Grapevine, TX.

Christina Higby is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or christinahigby@esmassn.org.

Special Thanks

ESM Association thanks Tom Kearns, president, photoshop@work, Cliffside Park, NJ, and ESM Association National Associate Member, for volunteering to serve as the official photographer for ESM Association's 62nd Annual Conference & Exhibit. Kearns also sponsored ESM Association's Conference & Exhibit film development.



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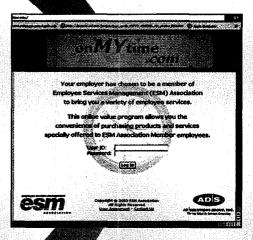
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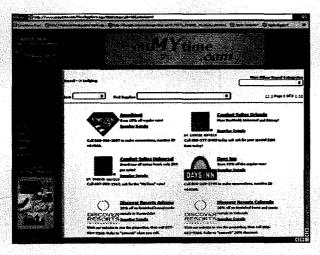
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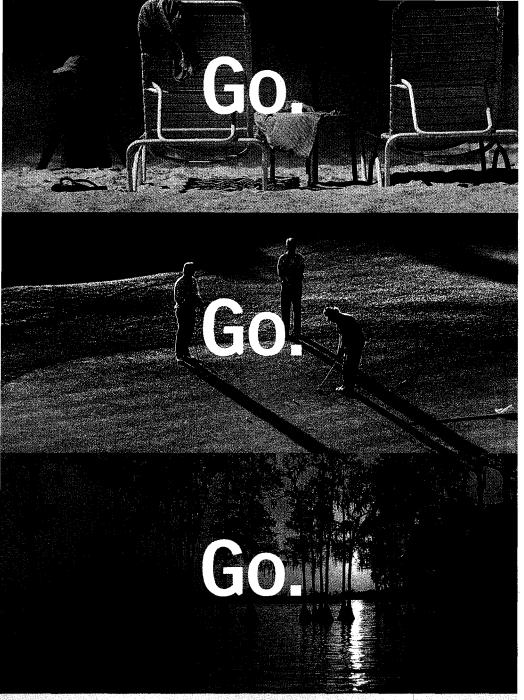
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employee services managemen

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RACE to the Conference

t's that time of year again, when employee services providers plan their budgets for the upcoming year. If you're interested in enhancing your programs in 2004, ESM Association's 63rd Annual Conference & Exhibit should be on your calendar and in your budget. It's the only event where employee services professionals meet nationally for education that identifies trends and accomplishments in the employee services industry.

This year, the conference will take place May 20-23, 2004 at the Gaylord Opryland Texas™ Resort & Convention Center in Grapevine, TX. Trust me, you don't want to miss this opportunity to recharge your batteries, network with peers and visit an exciting new hotel property. Every year, conference attendees return to work with hundreds of program ideas, new professional contacts, products for employee stores, and—best of all—long-term friendships.

As an incentive to get involved in ESM Association and attend the conference, ESM Association is holding an exciting new contest called RACE to the Conference. The contest offers valuable prizes and it requires such little effort, you'd be crazy not to participate! Just print out the form on page 27, sift through your e-mail address book, Palm Pilot or Rolodex and write down the names of contacts who might be interested in joining ESM Association. Fax your list to ESM Association Headquarters and we will contact your prospects and invite them to join either at the local or national level, depending on their location. The members with the most contacts resulting in new ESM Association Members will win the following great prizes:

First Place

One free 4-day registration for ESM Association's 63rd Annual Conference & Exhibit—a \$725 value.

Second Place

A 50 percent discount on the purchase of one 4-day registration for ESM Association's 63rd Annual Conference & Exhibit—a \$362 value.

Third Place

\$92 off ESM Association's 2004 Membership renewal.

Remember that many of the people you come in contact with every day are potential ESM Association Members, i.e. coworkers, suppliers and employees at your company's other locations. You understand the benefits of belonging to ESM Association, so why not share ESM Association's wealth of information with your peers? Your assistance will help strengthen the association both at the local and national level.

The contest ends December 15, 2003, so send in your forms now. Once you capture the names of a few contacts, fax your form to ESM Association and we'll start contacting the people on your list. You can always fax us more names and we'll add them to your list. Good luck and we'll see you at the conference!

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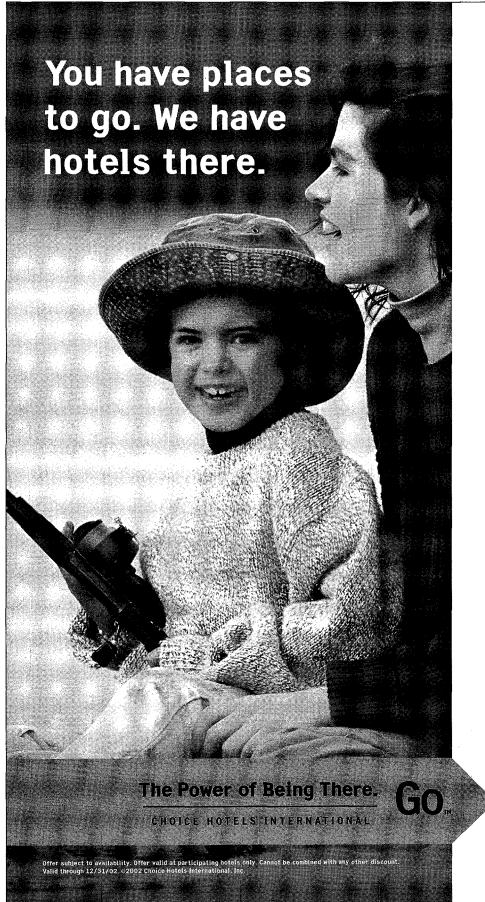
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For sale

Ace Hardware offers employees big bargains to raise money for charity

By Joanne Mueller

Lach year, Ace Hardware Corp., Oak Brook, IL, and its charitable entity, the Ace Hardware Foundation, coordinate an annual Garage Sale for Ace team members in and around the corporate campus to help raise money for a local charity and offer employees significant discounts on household items. The event is an excellent employee perk and a great opportunity for Ace team members to find bargains. More importantly, the Ace Hardware Foundation donates 100 percent of the sales to Chicago's Children's Memorial Hospital.

This year, the event was held September 17, from 4:30 p.m.-6:30 p.m. in the Headquarters' quarter-acre parking lot. Sarah Gniadek, manager of the Ace Hardware Foundation, and I, the employee services and events coordinator, oversee all aspects of the event, including marketing, pricing, recruiting volunteers, cash management, security, and set up.

To achieve a sale of this magnitude, the Foundation also relies on the generosity of hundreds of Ace Hardware vendors such as Black & Decker, Rubbermaid and Scotts. Each year, vendors provide the Ace Hardware Buying Department with sample merchandise to re-



An Ace Hardware employee stocks up on bargain items during the fun and frenzied Ace Hardware Garage Sale.

Sidebar A

Behind The Scenes Of Ace Hardware's Garage Sale

Eight months prior: In January, select the date for the Garage Sale and post it on the corporate calendar. The event is customarily held in September. Employees make note of the date and wait to hear more information closer to the event.

One month prior: Invite 10 employee volunteers, typically from the Ace Hardware Merchandising Department, to price thousands of sale items at the merchandise warehouse nearby. Merchandise is priced at more than 50 percent off the dealer price.

Two weeks prior: Post an article that includes details about the Garage Sale on Ace Hardware's intranet site. After the article is posted, word-of-mouth is one of Ace Hardware's best promotional tools.

Event date, 7:00 a.m.-2:30 p.m: On September 17, 2003, an Ace Hardware truck delivers the merchandise to Ace Hardware Headquarters and set up begins. The Garage Sale's only expense is rented tables, where the items are displayed. Over 20 Ace Hardware employee volunteers move merchandise from the truck to the tables and arrange displays. The Ace Hardware Property Department provides phone lines, power lines, dumpsters, and caution tape.

Event date, 4:30 p.m.-6:30 p.m.: Over 20 additional employee volunteers help run the Garage Sale as security, cashiers and more.

Event date, 7:00 p.m.-9:00 p.m.: The Ace Hardware Property Department helps with cleanup.

The day after: Meet to discuss the event's end results, calculate the attendance and amount raised for charity, discuss employees' reactions, and present ideas for improving next year's Garage Sale.

view and photograph for display in its retail stores. At the end of the year, the company has an entire warehouse filled with unused sample merchandise that vendors then authorize Ace Hardware to sell at its annual charity Garage Sale. This year, vendors donated 10,000 items that employees bought at unbelievably low prices. Employees found bargains such as durable garbage cans for \$2, rakes for \$1, a Shark vacuum cleaner for \$20, a Black & Decker circular saw for \$20, and a beautiful patio bar with two stools for \$110.

Bargain shopping

The Garage Sale is open to 1,400 employees in the Chicagoland area. Entry tickets are sold in advance for \$2 each, which also goes to charity. Tickets allow the Foundation to estimate how many employees will shop the sale. They also serve as raffle tickets, enabling employees to win prizes including small home appliances. In addition, a Foundation staff person pulls 50 of the tickets the day before the sale and employees with the matching ticket numbers, posted on Ace Hardware's intranet

site, are the first in line to enter the sale. Over 400 employees lined up at 3:30 p.m. to shop the sale.

One hour later, the gates opened and employees entered the annual Garage Sale. One rule of the Sale is that employees cannot bring boxes, buckets or bags into the shopping area, so many employees' first purchases are garbage cans and wheelbarrows to help them carry multiple items. During the event, the Foundation also gives employees the opportunity to bid on larger items in a Silent Auction. Once their cans are full,

or they are merely tired, employees take their bargains to the checkout lines. One employee volunteer counts the items and totals the cost, marking it on a piece of paper. The purchaser then takes this piece of paper to one of four checkout lines. Three lines accept credit card payments and one line accepts checks. Cash is not accepted. Ten minutes before the sale ends, Ace Hardware announces that employees should proceed to a checkout line. After all employees make their purchases, they are allowed back in for another 10 minutes to receive an additional 50 percent off all merchandise. Ace Hardware then donates any remaining items to a charity designated that year. The next morning,

they pull raffle tickets again and announce the winners of prizes such as a power tool, ceiling fan and turkey fryer.

Keeping the peace

The Garage Sale exudes an upbeat atmosphere and, at the same time, a hurried frenzy. During participation, employees are on a mission to find the best bargains for necessities and novelty items. In years past, employees were more competitive and aggressive, but due to advanced ticket sales and marketing of the event, this year's Sale was less chaotic. This was the first year Ace Hardware offered advance ticket sales and the raffle for the first 50 people in line. In the past, employees began lining up at 12:30 p.m. This year, those employees who did not win the raffle lined up at 3:30 p.m.

because they knew they could not be the first buyers in line. The Foundation also added credit card machines to eliminate the timeconsuming task of recording credit card information manually. Before the event, Gniadek and I inform employees that we will only accept fair and civilized behavior. These changes helped the sales process run more smoothly and allowed employees to enjoy the Garage Sale experience.

Conclusion

In the past 10 years, the Ace Hardware Garage Sale has raised over \$100,000 for Children's Memorial Hospital. During this year's Garage Sale, 340 shoppers raised \$19,000, which is \$3,000

more than last year's event. "The Foundation has held the Garage Sale for more than a decade and every year it is amazing to see how excited the Ace team members are about the event," Gniadek says. Employees take pride in knowing that their company provides them with great discounts on home products, and at the same time gives back to the community. **esm**

Joanne Mueller is the employee services and events coordinator for Ace Hardware, Oak Brook, IL, and president for the ESM Association Chicago Chapter. Contact her at (630) 990-2714 or jmuell@acehardware.com.



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What employees want

Standard steps to conducting employee satisfaction surveys that boost the bottom line

By Elizabeth Rice

n a survey of 206 mid- to large-sized companies, William M. Mercer, Inc., New York, NY, found that in businesses with low turnover, 40 percent of respondents cited workplace satisfaction and healthy interpersonal relationships with their managers and peers as two primary reasons for staying with their current jobs. According to the *Harvard Business Review*, reducing turnover rates by just five percent lowers operational costs by 10 percent and improves productivity by 65 percent.

Conducting an employee satisfaction survey is one of the most important first steps companies can take to improve workplace productivity, retention and overall profitability. Employee satisfaction surveys help companies effectively gauge whether or not their employees feel motivated and content, and allow managers to troubleshoot any areas that might negatively impact the bottom line. To obtain maximum results and success from an employee satisfaction survey, follow these tips and guidelines.

Ask the right questions

Important areas to cover in the survey include employees' level of satisfaction with their benefits and compensation packages, employee services programs, relationships



with managers and coworkers, the employer's policies and procedures, workplace morale, motivation and recognition, training and career development programs, and quality of the employer's communication with staff.

Use current technology

Automate the survey through a company's intranet or Internet site. Make participation in the survey as convenient as possible to ensure the best possible response rates from employees. An efficient ap-

proach is to conduct the survey and tabulate its results by creating a simple web page where employees can access the survey and view the results.

Plan ahead

Develop an effective project plan. Ensure that the survey is completed according to specific guidelines and deadlines so that the project doesn't get off course or disrupt daily operations. Assign a team and delegate specific responsibilities, such as developing the survey questionnaire, conducting the survey, tabulating and reporting the results, and managing a timeline.

Share the findings

Use the survey's findings to promote employee morale and motivation. Positive survey results will let employees know that their employer cares about their well-being as individuals, provides a healthy and productive workplace and is committed to further improvements in employee satisfaction.

Apply the results

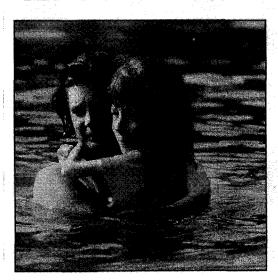
Take positive steps toward improvements in employee satisfaction. Use the survey results to make improvements in employees' productivity and morale. By understanding specific areas that employees are concerned about in

regard to their place of employment and satisfaction on the job, companies can take positive steps toward a more productive and profitable workplace.

Elizabeth Rice is executive vice president for Innovative Employee Solutions (IES), San Diego, CA, which provides specialized outsourced payroll and human resource administration services to companies nationwide. For more information, visit www.innovativeemployeesolutions.com. You may contact Rice at (858) 715-5100 or erice@innovative-es.com.



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Services that save employees' lives (or just help them locate their luggage)

By Stephen Mueller

f key employees became ill or injured abroad, would they know who to trust for the best medical care? Employees would most likely phone their company Headquarters, who would forward the call to the travel planner, whose primary training isn't in consulting employees on where to obtain the best medical attention in another city, state or country. With all of the worries plaguing travelers and the businesses they represent, whether they are halfway around the world or just a few hundred miles from home, the need for travel protection is clear.

Employee services providers can prepare employees to handle the unexpected hazards of travel by offering travel assistance services. Travel assistance services are a global "safety net" typically offered as a voluntary benefit to employees traveling 100 miles or more from

home. The service provides travelers with immediate telephone access to resources that assist in medical emergencies, handle routine medical issues, provide answers to legal information, and meet personal needs that arise anywhere in the world.

Even when medical care is not urgent, these professionals offer a helping hand in navigating the logistics of a foreign medical system...

A life-saving call

Since accidents, illnesses and injuries strike travelers far more frequently than you might think, medicallyfocused providers with global networks deliver the most valuable assistance. For these service providers, the primary reason for existing is to save lives. Michael Brown* learned this firsthand when attending a company business meeting in Russia. A seemingly minor scrape on his arm suddenly escalated to a life-threatening staph infection. Fortunately, Brown's employer provided travel assistance services. After consulting with physicians from his employer's global network, he was admitted to the only facility in the area that was staffed by physicians equipped to deliver the level of care he needed. Once he recovered enough to travel, the service's assistance coordinator also managed the details required to ease his return home to the U.S. The consequences of unfamiliar medical systems could have been disastrous. The ability to secure westernstyle medical care proved critical—which is why medical services are central to the mission of many travel assistance services programs.

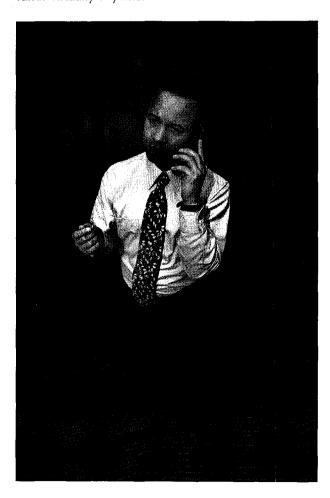
Since the most vital travel services are medically related, the network behind them should be medically focused. If they are, travelers facing serious medical issues are immediately connected to physicians providing western-style healthcare. Nurse case managers and assistance coordinators are readily available to assist with both serious and routine medical matters. Even when medical care is not urgent, these professionals offer a helping hand in navigating the logistics of a foreign medical system, from translation issues to payment procedures.

From crisis to convenience

Of course, when challenges occur, they are not always life or death. In many cases, routine medical assistance is the only requirement. Consider Maria Smith,* who called her travel assistance provider from England after falling down and spraining her ankle. The travel assistance provider put her in touch with a physiotherapist. In no time, Smith was back on her feet and back at work conducting business as usual. This is typical of the calls travel assistance services providers answer every day.

Travel assistance services are also frequently called into action for practical non-medical reasons. In countries where even minor infractions require a rigorous legal defense, travel assistance services put the corporate traveler in immediate contact with qualified legal counsel and ensure that the local attorney speaks the traveler's language.

Travel assistance services also ease pre-travel planning by offering important travel information, including required travel documents, local weather, a region's culture, and exchange rates. The services offer resources that travelers and employee services providers can tap into for updates on inoculations, immunizations and travel advisories pertinent to a particular region. This protection helps travelers overcome both ordinary and extraordinary travel inconveniences. They coordinate the replacement of lost luggage or airline tickets, help fill prescriptions, connect travelers to translators or interpreters, and advance emergency funds virtually anywhere.



The New Travel Essential

Sidebar A

WHAT TO LOOK FOR IN TRAVEL ASSISTANCE SERVICES

- ✔ A global network of medical providers
- ✔ Financial strength of provider
- ✓ 24-hour accessibility for complete travel coverage
- ✓ Nurse case managers
- ✔ Pre-travel information services
- ✓ Visa and travel document assistance

- ✓ Repatriation services
- ✓ Top-notch local legal representation
- ✓ Translation services
- ✓ Emergency funds transfer
- Assistance with lost or stolen belongings, such as tickets, passports and luggage

Making the right choice

Along with other issues related to travel, travel assistance services are not always reliable. The quality of services provided vary widely depending on the network. The global reach of a travel assistance service network also matters. If the network does not have indepth, up-to-date local knowledge of the regions to which employees travel, its value is limited. Another important consideration is how manageable the service network is for travelers. The best service networks are available 24/7 from anywhere in the world. By carefully evaluating a few key criteria, employee services providers can ensure that travel assistance services offer employees benefits that facilitate positive vacation experiences (See Sidebar A).

Taking good care

For employers, travel assistance services ensure quality care for employees who travel for business or pleasure. These services are typically offered to employees as part of an employment benefits package. Travel assistance services are good business, as they mitigate a company's potential liability when a problem develops during a planned excursion. Even more importantly, these services create goodwill by providing a tangible tool for employers to ensure employees are safe and secure while away from work. Remember Brown,* the business traveler in Russia with a lifethreatening staph infection? Without access to the travel assistance services' western-style physicians, his trip might have cost him his life. Now, that is assistance no traveler should be without.

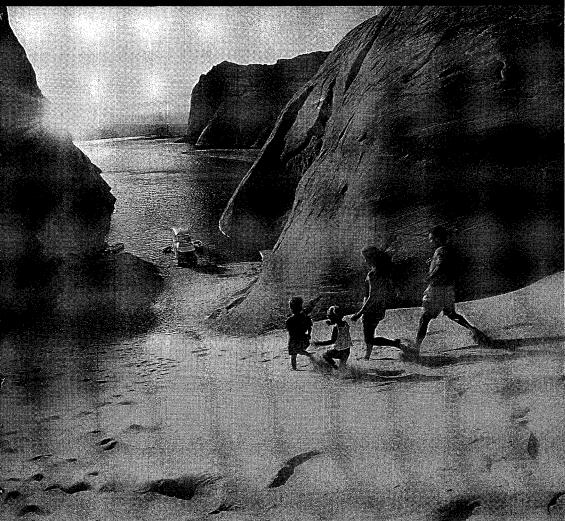
Stephen Mueller is senior vice president of sales and marketing at Zurich Accident & Health Group, Schaumburg, IL, which provides Zurich Travel Assist[®] global travel services to business travelers in conjunction with Accidental Death & Dismemberment employee benefits. For more information, visit www.zurich.com.



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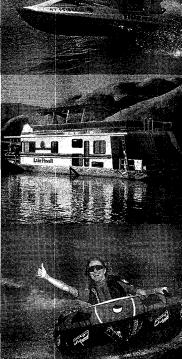
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Quarterly Survey Results

in employee services programs

Research shows that convenience services and voluntary benefits are popular employee services

By Kimberly Hoben

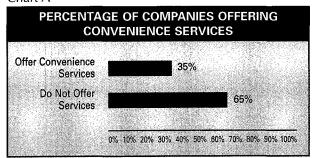
ver the last few years, many ESM Association Members have requested information on offering convenience services and voluntary benefits to employees. Therefore, ESM Association focused its most recent survey, *Employee Services Trends*, on the popularity and growth of these offerings within a company's overall employee services program. Convenience services include onsite dry cleaning services, automobile maintenance services and resource and referral services. Voluntary benefits are portable, employee-paid services, such as policies for petcare, automobile and group life insurance, as well as warranties for automobile and home services. The *Employee Services Trends* survey also identifies which ESM Association Member benefits employee services providers appreciate when seeking information about the field.

Convenience services

In August 2003, ESM Association developed the *Employee Services Trends* survey using the survey administration website SurveyMonkey.com and emailed it to ESM Association Members. The survey provided a 30 percent response rate, with the results encompassing responses from 341 ESM Association Members responsible for implementing and managing a diverse range of employee services.

Based on the survey results, 35 percent of respondents offer convenience services at their companies.

Chart A



The top five convenience services offered are discounts on tickets, products, services, etc. (96 percent), postage stamp sales (76 percent), employee stores (67 percent), dry cleaning services (66 percent), and film processing (66 percent). Other popular convenience services include onsite sales of jewelry, books, wireless phones, etc. (55 percent), childcare services/referrals (45 percent), travel services (43 percent), and eldercare services/referrals (39 percent). While 20 percent of respondents estimated that 40 percent of employees utilize the company's convenience services, 17 percent said that 50 percent of employees take advantage of the services. When asked if employees' usage had fluctuated over the last two years, 46 percent said usage had increased, while another 46 percent said it remained the same.

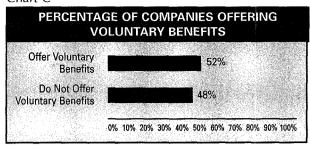
Chart B



Perfecting existing services

In the next year, 56 percent of respondents plan to improve upon their convenience services and 80 percent will do so by enhancing their current services as well as adding new services. The top convenience services that companies plan to add include concierge services (17 percent), childcare services/ referrals (15 percent), gift-wrap services (15 percent), onsite sales of jewelry, books, wireless phones, etc. (15 percent), automobile services (13 percent), and travel services (13 percent). Other services companies plan to add include a cyber café, massage services and a credit union with onsite ATM services. Although 44 percent of respondents said their companies do not plan to improve upon their convenience services, 98 percent of them plan to retain their existing convenience services.

Chart C



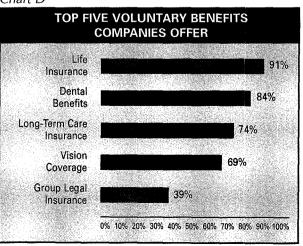
Offering voluntary benefits

According to the same survey, 52 percent of respondents said their companies provide voluntary benefits. The top five voluntary benefits are life insurance (91 percent), dental benefits (84 percent), long-term care insurance (74 percent), vision coverage (69 percent), and group legal insurance (39 percent). Other popular voluntary benefits include serious illness insurance (37 percent), auto insurance (36 percent) and discount prescription cards (36 percent). Of the respondents that have voluntary benefits, 18 percent estimated that 50 percent of employees utilize the voluntary benefits provided by their companies and 16 percent said that 90 percent of employees take advantage of these services. While 37 percent said employee usage has increased over the last two years, 56 percent said it has remained the same.

Room for improvement

Thirty-six percent of employee services providers plan to improve upon their voluntary benefits program in the next year, with 60 percent saying they will do so by enhancing their current voluntary benefits as well as adding new services. The top five services companies plan to add are errand services (16 percent), group legal insurance (16 percent), pet insurance (13 percent), long-term care insurance (11 percent), and serious illness insurance (eight percent). Other voluntary benefits respondents plan to add include adoption benefits, military benefits and prescription programs.

Chart D



Trends in Employee Services Programs

Although 64 percent of respondents said they do not plan to improve upon their voluntary benefits program in the next year, 96 percent plan to keep the voluntary benefits they currently offer.

Enrichment tools

ESM Association offers a variety of member benefits designed to help employee services providers create superb employee programs. To determine which benefits ESM Association Members find valuable, the survey asked respondents to identify services that have helped them enhance their employee services programs or their careers. The top five member benefits chosen by respondents are *ESM Magazine* (67 percent), the Membership Directory (40 percent), the Buyer's Guide (39 percent), onMYtime.com (37 percent), and the Annual Conference & Exhibit (35 percent). Other member benefits respondents appreciate are ESM News (27 percent), Peer Networking (26 percent), the Member Resources Section of www.esmassn.org (21

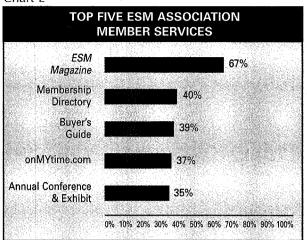
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Chart E



percent), and monthly NewsTracker E-Mails (19 percent). ESM Association Members have access to all of these member benefits as well as the Listserve Service; Quarterly Survey Results; Keynotes; ESM Association's Awards Program; the Certification Program; ESM Association's resource book, Employee Services Management: A Key Component of Human Resource Management; monographs; job postings; internship opportunities; member profile results; and the Headquarters' staff's counsel and advice.

Conclusion

Many ESM Association Member organizations offer their employees convenience services, voluntary benefits or both. By providing employees with these programs, member companies are helping their employees achieve work/life balance, thereby increasing productivity at work. As shown in the *Employee Services Trends* survey, most member companies are improving upon their convenience services and maintaining their voluntary benefits. Few are eliminating these services. These companies recognize that by providing these services, they are increasing employee loyalty and positioning themselves as employers that care.

Kimberly Hoben is an undergraduate student at Southern Illinois University, Carbondale, IL, where she is majoring in Speech Communication. She was the summer Public Relations Intern for Employee Services Management (ESM) Association, Oak Brook, IL. You may contact ESM Association at (630) 368-1280 or esmahg@esmassn.org.



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Have your company recognized as an Employer of Choice by nominating your Chief Executive Officer (CEO) as ESM Association's 2004 Employer of the Year. ESM Association Headquarters is now accepting nominations for the 2004 Employer of the Year Award. Organizational Members may submit their CEO for nomination by December 2, 2003. We plan this far in advance so that the winner may be notified and his/her schedule cleared for acceptance at the Awards Presentation during ESM Association's 63rd Annual Conference & Exhibit, May 20-24, 2004, at the Gaylord Opryland Texas™ Resort & Convention Center, Grapevine, TX.

The criteria for judging entries are as follows:

- The person must be the CEO or equivalent of the member company.
- The CEO should have a general knowledge of the company's employee services program.
- The nominee must make statements regarding why and to what extent he or she supports the program.
- The CEO must justify how employee services are important to the productivity and morale of the workforce.
- The CEO must have a reasonable chance of accepting the award in person, i.e., the nominee's schedule is clear (at the time the nomination is submitted) to accept the award at the conference.

Please fax or e-mail nominations to ESM Association Headquarters, Attention: Employer of the Year FAX: 630-368-1286 E-mail: esmahg@esmassn.org

Deadline: December 2, 2003

Another member benefit from



Maximize your Maximership

By Tim Callaway

Peers explain how to benefit from the wealth of information available to ESM Association Members

s an ESM Association Member, you've seen the e-mails, read the magazine and attended chapter meetings. You've poured over Buyer's Paks and searched for discounts on ESM Association's online buying website, on MYtime.com. Maybe you've been fortunate enough to attend an ESM Association Annual Conference & Exhibit or two. Now what?

Are you consistently sharing employee services information with employees? Are you looking for opportunities to network, benchmark and share ideas with other ESM Association Members? Are you helping your association grow either at the local or national level? Even if you answered "yes" to all of these questions, you may only be scratching the surface of member benefits ESM Association provides and what you can offer in return.

Start surfing

A few weeks ago, an employee asked me about discounts for Pier 39, a tourist attraction in San Francisco, CA. Being that the Las Vegas Convention & Visitors Authority (LVCVA) is located in Las Vegas, NV, most of our employees are interested in discounts for Southern California and the Southwest. I decided to visit the ESM



Members of the ESM Association Southern Nevada Chapter participate in an upbeat "Group Building Exercise" sponsored by LEGOLAND® California, Carlsbad, CA.

Association Bay Area Chapter's website at www.esmbayarea.org and found a listing for Pier 39 in the chapter's Membership Directory. I requested coupon books via e-mail and received them a few days later. The whole process took less than 10 minutes.

Using ESM Association's resources on the Internet is the quickest outlet for assisting employees with employee-services-related questions. Nine ESM Association chapters maintain websites, in addition to Headquarters' two websites www.esmassn.org and www.onMYtime.com (See Table 1). Most of the websites include member contact information and all of them list information on upcoming meetings and events. This 24/7 service helps members stay current on ESM Association activities around the corner or across the country. You can also contact every Organizational Member and Chapter President via the Member Resources Section of www.esmassn.org. For a listing of National Associate Members, use the online Buyer's Guide, also in the Member Resources Section. Match this with the discounts available directly to you and your employees via onMYtime.com, and you literally hold every ESM Association Member at your fingertips.

Attend a meeting . . . or two, or three

There's no substitute for engaging fellow ESM Association Members face-to-face. Most local chapters conduct monthly meetings that provide valuable networking opportunities for members and cover an array of educational and entertaining presentations. The ESM Association Central Florida Chapter holds meetings ranging from "Laughter in the Workplace" to "Changes in Work Wardrobes." The ESM Association Southern Nevada Chapter recently held a "Group Building Exercise" sponsored by National Associate Member LEGOLAND® California, Carlsbad, CA. The ESM Association of Greater Phoenix conducts regular Membership Orientation Sessions before and after each meeting. Most chapters organize annual Vendor Fairs, but the ESM Association North Texas Chapter plans a Reverse Vendor Night where Organizational Members exhibit their employee services programs to Associate Members, who will, in turn, tailor their products and services to Organizational Members' needs. The Michigan Employee Services and Recreation Association (MESRA) focuses some meetings on personal growth topics that members can take back to work and present to employees. "In March we did something different by having a local nursery come and talk to us about taking care of our yards-when to plant, how to plant, what insects to watch out for, etc. That, surprisingly, was well attended," explains MESRA

ESM Association on the Web

ESM Association Headquarters

www.esmassn.org www.onMYtime.com

ESM Association Bay Area Chapter www.esmbayarea.org

ESM Association Central Florida Chapter www.esmacfl.org

ESM Association of Greater Phoenix www.esmassociation.org/phoenix

ESM Association Greater Seattle Chapter www.esmseattle.org

ESM Association of the National Capital Region www.recgov.org/nesra/nesra.html

ESM Association North Texas Chapter www.esmant.org

ESM Association of Southern Arizona www.esmofsouthernaz.org

ESM Association
Southern Nevada Chapter
www.esmassociation.org

Michigan Employee Services and Recreation Association (MESRA) www.mesra.org

Chapter President Janet Searight, benefits manager, St. Mary Mercy Hospital, Livonia, MI.

When attending local chapter meetings, invite a guest. Most members are in contact with employees and representatives from non-ESM Association Member companies on a regular basis. Yet, when is the last time you told someone about ESM Association and asked them to attend a meeting? With countless opportunities to promote the organization, you're the best recruiter for

the association. By continually introducing new people to ESM Association, you guarantee its growth and success for years to come, furthering the employee services profession.

In fact, to continue to grow the membership, ESM Association is currently holding a contest called RACE to the Conference. Members provide the contact information of prospective members (coworkers, peers, professional contacts, suppliers, etc.) and ESM Association Headquarters invites the prospects to join ESM Association either at the local or national level, depending on their location. The members with the most contacts resulting in new ESM Association Members by December 15, 2003 will win valuable prizes including one free 4-day registration to ESM Association's 63rd Annual Conference & Exhibit and a discount on their 2004 membership renewal. For more information see page 26.

You've got mail

ESM Association also keeps members connected to current developments and trends in employee services through the latest technology. Take advantage of prime opportunities to benchmark with fellow members via e-mail through ESM Association's Listserve. The Listserve is a service all Organizational Members enjoy at no cost. ESM Association receives members' questions relating to the employee services field and sends an e-mail message to the membership asking for suggestions, ideas and information on the topics. Members reply to ESM Association Headquarters' staff. who compiles and posts the responses under "Benchmarking" in the Member Resources Section of www.esmassn.org. Questions members ask through the Listserve run the gamut from community service programs and contest policies to childcare reimbursement. Currently, over one hundred topics are archived on the website. If you have a Listserve question, simply e-mail esmahq@esmassn.org. Remember that responding to Listserve questions is what creates a valuable benchmarking tool for all members.

Headquarters also e-mails members a link to Keynotes, a bimonthly online newsletter addressing work/life issues, workplace trends and program tips. Each article is archived online in the Member Resources Section. Many ESM Association chapters also send members regular e-mail messages containing chapter news and events (See Table 2).

ESM Association strives to deliver quality programs that save you time. Pooling its National Associate Members with products and services available for individual sale, ESM Association offers members on MYtime.com. This free member service allows you to add a ready-made online value program to your list of employee services. Visit www.onMYtime.com and

JOIN AN E-MAIL LIST

Want to find out what other ESM Association Members across the nation are doing? Each of these chapters sends regular e-mails about their activities. Subscribing is as easy as contacting the e-mail addresses below:

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click on "Click Here To Keep Me Informed!" to receive e-mail alerts on special offerings and new suppliers under the product categories of your choice.

If you are looking for an innovative approach to career development, try participating in a conference call. The ESM Association New Jersey Chapter conducts monthly conference calls to discuss chapter relations and listen to guest speakers explain various employee services topics. For information on how to take part in this timesaving approach to education, contact Mary Lou Panzano, RVESRA, chapter president and director of communications, Prudential Financial, Newark, NJ, at marylou.panzano@prudential.com.

Receiving recognition

We all enjoy feeling appreciated for the time and effort we devote to the employee services field and ESM Association. Members can earn that appreciation by participating in ESM Association's Awards of Excellence program. Presented annually at ESM Association's Annual Conference & Exhibit, the Awards of Excellence honor individuals, companies and chapters for superior service to the organization, the field, employees, and members. At this year's Annual Conference & Exhibit in Orlando, FL, it was my honor to accept two awards, the Eastwood Award for the LVCVA, and the Leonard R. Brice Chapter Merit Award for the ESM Association Southern Nevada Chapter. I took great pleasure in not only accepting the awards in front of my peers, but also seeing my employer and chapter recognized in our local media, on the ESM Association website and in ESM Magazine.

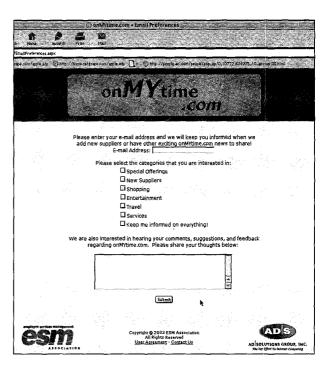
While winning an award is an honor, members also obtain satisfaction in the submission process. Preparing an award entry allows you to evaluate your program and boast about the projects you, your company or your chapter have accomplished. After submitting my company's entry for the Eastwood Award, we copied and distributed the packet to employees. We wanted to share in the pride we felt for our employee services program. This December, I challenge every ESM Association Member to use the Awards of Excellence program not just to win an award, but also to remind themselves of the excellent programs they help produce. You may be surprised by the results.

Don't forget to give something back

As ESM Association Members, we are all proud of our experiences and the knowledge that has earned us expert status in the employee services field. Share your expertise with peers, whether you offer to speak at an ESM Association chapter meeting or educational session at the Annual Conference & Exhibit, or volunteer to contribute your thoughts to the pages of ESM Magazine. According to Mary Lou Panzano, "Giving back to the association is important to me. Being a member is not a 'take all' relationship. The more you give back to the association, the more valued you become and the more you gain, both personally and professionally, from the experience."

Conclusion

ESM Association is distinct among human resource organizations in that its existence is not mandated by a litany of state and federal labor regulations. Employee services are benefits we provide to employees, not because the law says we must, but simply because our employers realize that these services recruit and retain



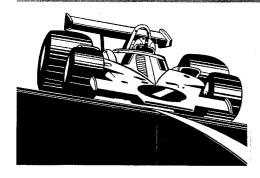
ESM Association's e-newsletters at onMYtime.com inform you of the latest suppliers and special offers as they are posted on the website.

top employees and create a content and productive workforce. Always keep your bottom-line goals in mind as you tap into the ESM Association resources available to you. Be an active member, and pass the benefits and knowledge you receive onto employees.

Tim Callaway is the benefits coordinator for the Las Vegas Convention and Visitors Authority (LVCVA), Las Vegas, NV, and president of the ESM Association Southern Nevada Chapter. In addition to representing his employer and chapter as an awards recipient at this year's Annual Conference & Exhibit, Callaway also presented Website Design for the Technically Challenged at the 61st Annual Conference & Exhibit in San Diego, CA. Callaway can be reached at (702) 892-7527 or tcallaway@lvcva.com.

Special thanks to the following people for contributing to this article: Paulette Bondi, CESM, Honeywell IS, Phoenix, AZ; Clay Clark, CESM, Rolls-Royce, Indianapolis, IN; Angela Edwards, South Trust Bank, Jacksonville, FL; Marci Kinnin, CESM, CIGNA Corp., Hartford, CT; Donna Leach, Ericsson, Inc., Plano, TX; Janet Murakami Wong, BLA, San Jose, CA; Alicia Newman, Hospitality Dental Associates, San Bernardino, CA; Mary Lou Panzano, RVESRA, Prudential Financial, Newark, NJ; Paula Pease, Northrop Grumman Laser Systems, Apopka, FL; Janet Searight, St. Mary Mercy Hospital, Livonia, MI.

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Prizes for Organizational, Chapter Organizational and Individual Members

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Prize's for National Associate Members

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2nd Place:

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3rd Place:

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- Employee services providers in your local area.
- ✓ Coworkers within your department.
- Members of your company's Human Resource Department.
- ✓ Peers or professional contacts.
- Employees at your company's other locations.

- ✓ Colleagues from your organization's sister or parent companies.
- ✓ Anyone involved in implementing employee services programs.
- Other suppliers interested in the employee market.
- ✓ Local Associates looking to expand their market to the national level.

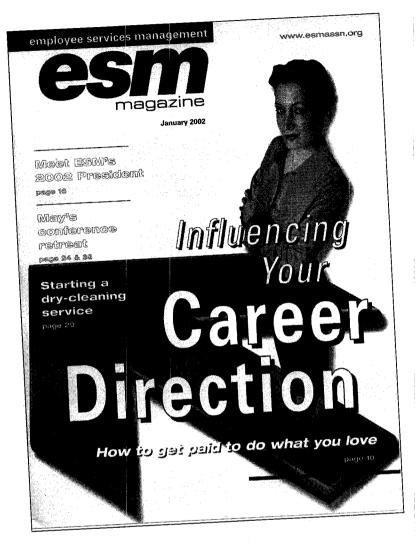
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Working from home

Convincing management to offer telecommuting as a work/life benefit

By Susan K. Otten

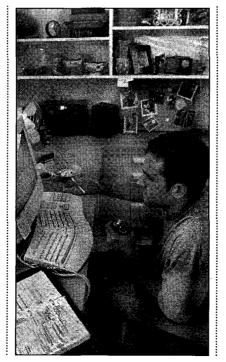
T elecommuting can solve many challenges, but if you are not careful, it can also create a few. As senior manager of sales programs at Apple Computers, Inc., I oversaw more than 25 employees and six contractors in over 12 locations including home office situations. My role, as it is for most managers, was to ensure the team members' various skills and talents meshed as they tackled diverse sales and marketing programs and technologies. Now, as a consultant, I have similar challenges. I work with a number of clients located outside of my town, while collaborating with suppliers and consultants to serve my clients' needs. I use many tools to succeed with both telecommuting and managing a virtual team.

Considering telework

Is upper management resistant to the idea of telecommuting? Here are some benefits that will sell the idea to management:

Employee retention tool—If your company is having trouble hiring or retaining employees, try offering telecommuting as a benefit. A manager may prefer to retain a quality employee who just moved far from the office location instead of hiring a new one. Work/life responsibilities may prevent qualified applicants from even applying for a job with a particular organization, if telecommuting is not one of its employee benefits.

Increased productivity—Many employees find it easier to stay on task when they are uninterrupted by an office environment. In a recent



survey by the International Telework Association and Council (ITAC), Wakefield, MA, 72.4 percent of managers reported that working at home slightly or greatly increased their productivity.

Reduced costs—Home-based employees can reduce office sizes and overall lease rates.

A response to a tight labor market—Telecommuting may help attract the disabled, seniors, aging Baby Boomers, women, or specialized-skill employees, as well as reduce geographic limitations or employee relocation expenses.

Work/life issues—Telecommuters have less absenteeism, as it is easier to work from home with minor illnesses. (I cannot tell you the number of times I have dragged my sick self out of bed for a conference call in my pajamas.)

Sidebar A

DEFINITIONS

First, employee services providers must understand the language of telecommuting. Here are some common terms and their meanings:

Telecommuting—Virtual travel to perform work facilitated by communications and aided by technology.

Virtual Team—A group of individuals working toward a common goal who exist in multiple locations or companies.

Virtual Management—The leadership, support and motivation of virtual teams.

Flexible and non-contiguous hours—Business may require flexible hours, especially if the work is global or customer focused. By allowing employees to work from home, customer service can span time zones. My day is split into three chunks—before the kids go to school, mid-day for calls and contacts, and after the kids are in bed, when I really get work done.

Everyone else is doing it—If nothing else convinces management, prove that a competitor is offering telecommuting. During testimony to the U.S. Senate in March 2000, the ITAC forecasted 137 million teleworkers in 2003, a significant growth from 8.5 million teleworkers in 1995 and 19.6 million in 1999.

Corporate culture

Not every company is cut out for telecommuting. Evaluate the corporation and management in terms of style. Has the company had successful teleworkers? Is the timing right? Start-up companies with hands-on managers, or organizations going through a major product launch, are not good candidates. Wait until the timing is right.

If you or one of your employees wants to telecommute, be sure to determine the process ahead of time instead of relying on the company to do so. Set up an office (files, supplies, etc.) and technology (network, phone, fax, tech support, etc.). Establish regular meetings to check in with managers and teammates. Consider monthly

one-on-one phone meetings with employees and set an agenda in advance to address their issues.

Communications

The number one reason for failure of the telecommuter is communications. In the journal article, "Communications Patterns in Distributed Workgroups," Researcher France Belanger concluded that telecommuting has limited impact on a communications structure. Start facilitating the cultural shift from face-to-face to remote communications. Teleworkers must perfect their communication with everyone on the team. Some advice for teleworkers:

- Cover all your bases. Work harder at follow up.
- Use the personal touch. Resist the tendency to rely on email alone; pick up the phone.
- **Stay organized.** Technology will not solve all problems.
- Keep up with technology. Be sure the company has an upgrade strategy and budget in place.
- If you need help, ask. There are tons of resources available to help. Network with telecommuters and those who would like to telecommute, both within and outside of the company. Benchmark with teleworkers in similar positions and those in different industries. Build up alliances with the Human Resource Department, coworkers and managers so you can approach upper management with a united front.

• Do your homework. Many websites provide statistics, helpful hints and networking assistance, such as the Department of Labor, www.dol.gov; Telecommuting, Telework and Alternative Officing, www.gilgordon.com; the Computer Event Marketing Association, www.cemaonline.com; WorldWIT, www.worldwit.org; and Employee Services Management Association, www.esmassn.org.

Conclusion

Telecommuting is an alternative work arrangement that allows companies to recruit and retain top employees who cannot travel to the office every day. Oftentimes, upper management is reluctant to offer telecommuting to employees for fear that productivity will drop; and it is true that telecommuting does not benefit every company. However, by using available resources, employee services providers can educate upper management about the benefits of telecommuting to increase the likeliness that the company will embrace this new approach to work. esm

Susan K. Otten is the executive director of HoustonWIT, one of 60 chapters in the WorldWIT community, and principal of Otten Associates, The Woodlands, TX. You may contact Otten at (281) 298-5656, sue@ottenassociates.com or visit www.ottenassociates.com for more information.

You're Invited to Enter ESM Association's 2004 Awards of Excellence Program

New award categories. Redesigned program structure. Improved qualifications.

ESM Association's Awards of Excellence Program recognizes the best Employee Services Programs and Activities. There are four categories: Eastwood Award, Innovative Program Award, General Member of the Year Award, and the Chuck Bashian National Associate Member of the Year Award.

Enjoy the Benefits of Participating

Receive national recognition! Award winners will be honored at ESM Association's 63rd Annual Conference & Exhibit, May 20-23, 2004, at the Gaylord Opryland Texas^M Resort & Convention Center, Grapevine, TX. They will receive an award to display at the office and ESM Association will alert the press of their accomplishment with an article in ESM Magazine.

Eastwood Award

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General Member of the Year Award

Nominate an ESM Association General Member for the General Member of the Year Award. Individuals nominated must meet the following criteria:

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- Makes significant contributions to the local chapter or national organization.
- Was an employee of a General Member company during 2003.

Chuck Bashian National Associate Member of the Year Award

This award is named in honor of the late Chuck Bashian, former marketing director for ESM Association. Individuals nominated must meet the following criteria:

- An active participant in ESM Association.
- Makes significant contributions to Association.
- Was an employee of a National Associate Member company during 2003.

Innovative Program Award

This award recognizes the creativity behind an individual program or activity within an overall employee services program in 2003.

2004 Awards of Excellence Entry Form • Deadline: January 31, 2004

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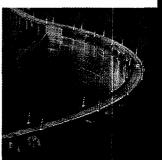


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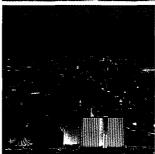














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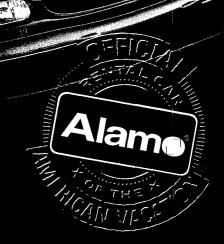
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COSTA Magazine

November/December 2003

Holiday Parties Survey

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Preliminary

Conference Content

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The Benefits of Chair Massage page 21 ANSWERING

Generation



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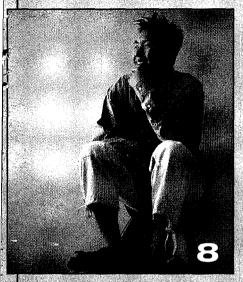
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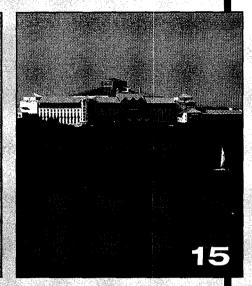
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Features

8 Cover story: The aliens have landed

Do the young employees at your organization appear to be from another planet? Avoid the mistake of characterizing Generation Whys as Generation Xers. Their thoughts and views are different from those of their predecessors. Learn how to get inside their heads and meet their needs.

12 Trends in holiday parties

ESM Association's most recent survey found that the company holiday party remains an annual tradition. Benchmark with other companies to learn the most popular venues and entertainment choices for this special occasion.

15 Building for the future

Discover what ESM Association has in store for attendees of its 63rd Annual Conference & Exhibit, held May 20-23, 2004 in Grapevine, TX. View a list of educational offerings and read testimonials from previous attendees of this exciting event.

18 Promoting your programs

If you're experiencing low turnout for new programs, you might want to review your promotional materials. Whether you're writing for the web, e-mail or posters, your approach to copywriting affects how employees perceive your programs. Find out how to spark their interest.

employee services management

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Mentoring today's young workers

f your organization has hired any entry-level employees in the last few years, you've likely had the opportunity to work with Generation Why. Maybe you chalked up their peculiar approach to work as a personality conflict or the crazy attitudes of today's youth. They do ask a lot of questions and their work ethic is more hurried and haphazard than our own. But, according to Eric Chester, president, Generation Why, Lakewood, CO, young employees' frame of mind is actually constructed from a need for adult guidance, reactions to today's society and a desire to work as a team. Employee services providers hold the key to integrating Generation Why into the workforce.

Last year, at ESM Association's 62nd Annual Conference & Exhibit, Eric Chester shared his humorous take on understanding Generation Why. In the cover story, "The Aliens Have Landed," Chester asks us to consider situations over the past few years that may have influenced youngsters. These situations include the high divorce rate, the behavior of role models in the media and an unreliable economy where working hard does not guarantee a dream job. These issues have taught today's young workers that life isn't always fair and, as a result, they learned to take care of themselves and keep their best interests in mind. In many cases, it is up to today's managers to learn to understand Generation Why and take them under their wings. Turn to page 8 and discover how to help Generation Why feel a part of the workplace through mentorship and employee services.

Recognition programs boost morale throughout the organization and help employees feel like they are making a difference at work. In the 10 Components Department, on page 5, Gregory Smith discusses a spin on the employee suggestion box in his article, "Employee Involvement Programs." Essentially, employee involvement programs are creative, fun approaches to obtaining employees' ideas and implementing them. The company benefits with the insight of its employees—who know, firsthand, what works and what doesn't work. Meanwhile, employees benefit through the opportunity to collaborate with management and receive recognition for their input. Find out what companies such as the Ritz-Carlton Hotel and The Sony Corp. are doing to get employees involved in new innovations.

Supervising employees can be time consuming. Help coworkers and your-self prioritize projects with the Just for You Department article, "Tough Choices: Four Strategies for Power Decision-Making," on page 25. In this story, Caterina Rando outlines four inviting techniques for making decisions and accomplishing projects efficiently. Discover tactics for making small decisions, so you can clear your desk. Also, learn to tackle difficult decisions that could affect your job or your career.

With the new year upon us, it's time to mark your calendars for ESM Association's 63rd Annual Conference & Exhibit. Turn to page 15 for preliminary information on ESM Association's conference sessions and special events. This year, consider bringing a young protégé and motivate your entire employee services department to "Build for the Future" in 2004. Happy holidays!

Renee M. Mula Editor reneemula@esmassn.org

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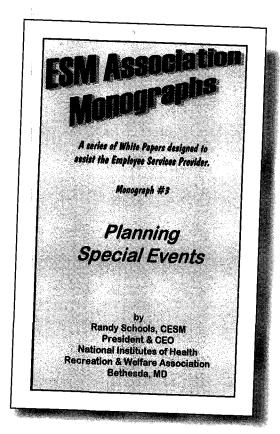
Special Events

Special events are a component of employee services that bring employees, friends and families together. Special events not only promote a unified workforce, but they also boost morale by showing appreciation and rewarding employees for their work. Yet, without guidance, planning special events for a large employee base can be overwhelming, time consuming and costly. The third ESM Association Monograph, Planning Special Events, is a how-to guide that provides simple tips for planning successful special events. From selecting the perfect venue to developing a budget, this Monograph will help you plan memorable, enjoyable and cost-efficient events that will give your employees a sense of pride in the company.

Employee Services Management (ESM) Association's Monograph #3, *Planning Special Events*, by Randy Schools, CESM, president and CEO, National Institutes of Health, Recreation & Welfare Association, Bethesda, MD, advises on:

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- Choosing the menu.
- Developing a budget.
- Evaluating the event.

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Employee involvement programs

Implementing employees' ideas drives performance

By Gregory P. Smith

Din our rapidly changing business world. To remain competitive, it's mandatory to involve not just the hands, but the ideas from everyone in your organization. Why is it important to capture ideas and suggestions? For starters, the process improves individual motivation and morale. Employee involvement programs help capture employees' creativity, energy and suggestions. They also allow departments and individuals to work crossfunctionally and create an environment of learning and constant renewal.

Good Idea Boards

At the Ritz-Carlton Hotel, Buckhead, GA, management promotes employee involvement by asking employees to write their ideas on easy wipe boards located in their departments. Instead of passing untested ideas up the chain of command, the employee who originates an idea is responsible for its achievement. The hotel follows a three-step work process: "study it, pilot it and adopt it."



A Quality Coach helps each department and its employees with the development. Once the department pilots an idea and considers it worthwhile, the idea is adopted. Each month, the department forwards the best idea to the Division and then on to the Quality Office for special recognition. The department awards cash for the best idea of the month. The best idea of the Division receives a higher amount of money or brunch

in the hotel's restaurant. At the hotel level, the best idea receives an even higher amount of money or dinner for two. In addition, the winners receive letters of appreciation and an invitation to a quarterly reception courtesy of the Ritz-Carlton Hotel.

Idea Campaigns

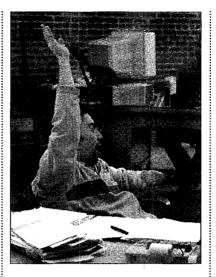
Many suggestion programs fail. Suggestion boxes sit and collect dust and approved suggestions are few and far between. An effective variation to the suggestion program is the Idea Campaign. Over and done with in three weeks, this accelerated campaign generates hundreds of fresh approaches.

The goal is to obtain at least one idea from everyone in the organization. For the first idea, the company gives each person a small token of appreciation, such as a coffee cup. For a second idea, the company acknowledges employees with a higher form of recognition. At the end of each week, the company holds a special awards ceremony to recognize everyone who turned in suggestions.

Since an Idea Campaign only lasts three weeks, it generates a tremendous amount of focused energy and motivation. Most employees participate because no one wants to be left out of the program. The company must consider every idea and all participants receive instantaneous recognition. For employees, the most powerful force is not the awards, but the feeling that management is listening to their suggestions.

Mini-Kaizens

Many Japanese companies use Kaizen, which means "continuous improvement." Kaizen processes are found mostly in manufacturing environments, but a Mini-Kaizen,



the smaller brother, is appropriate for all organizations desiring to engage employees and their ideas.

A Mini-Kaizen is tightly managed and operates on a compressed schedule. The goal is to finish in one day or less. Companies use Mini-Kaizens to map out an administrative process, design a retention plan or create a customer service strategy. The key to success is partnering with an outside facilitator who is familiar with the Mini-Kaizen process.

To prevent the meeting from becoming laborious or contentious, members are not allowed to talk during some parts of the brainstorming sessions called "Silent Sorts." Members stand up and move around a lot, which minimizes boredom. At the conclusion, the organization has an implementation plan and everyone owns the design, which speeds up the implementation process.

Idea Expositions

The Sony Corp., New York, NY, is well known for its ability to create and manufacture new and innovative products. Each year, the company generates nearly 1,000 prod-

uct innovations. Founder Masaru Ibuka's philosophy for success is "never follow others."

To foster the exchange of ideas within departments, the Sony Corporate Research Group sponsors an annual Idea Exposition. Scientists and engineers display current projects. Open only to Sony employees, the exposition allows individuals to share innovations otherwise protected by departmental walls. Likewise, the employee services department could hold an Idea Exposition, allowing employees to view programs the department is considering and to talk with employee services providers firsthand.

Conclusion

The concepts employees generate from involvement programs continually improve work methods, reduce the costs of doing business, improve safety, and reduce accidents. Exchanging ideas always improves communication, and knowing that top management is open and willing to act on the ideas builds trust. Creating an involvement program based on the company's culture not only recognizes employees for their contributions, but it makes them feel a part of the big picture-one of the key strategies in retaining employees.

Greg Smith is a nationally recognized speaker, author and business performance consultant. He authored numerous books and was featured on television programs such as PBS television and Bloomberg News, and in publications including Business Week, Kiplingers, President and CEO, and the Christian Science Monitor. He is the president and "Captain of the Ship" of the Atlanta, GA-based management-consulting firm Chart Your Course Int'l. He may be reached at (770) 860-9464 or www.chartcourse.com.

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The Maliens with have landed

How to gain a strategic alliance with the emerging workforce

By Eric Chester

spaceship has landed in your company's parking lot. The ladder is down and the beings aboard are gradually descending into your place of business. Although they appear to have assumed human form, their clothing, hair and skin adornments are obviously not of this world. You have heard tales of these creatures, you have seen them around town and now they are invading your workplace. Ready or not, here comes Generation Why.

Boomers thought they had seen it all. Just when they found the answers to working with Generation X (now well into their late 20s and 30s), along comes a generation that has completely changed the questions. Although they have been referred to as Millennials, Echo Boomers, Nexters, and The Net Generation, I've arrived at the term Generation Why to reflect their most basic tendency—inherent, continual and provocative

questioning of all time-honored standards and institutions. Instead of doing as they are told, post-Gen Xers (those born after 1980) bluntly ask, "Why?"

Why should I respect you?

Why should I play by your rules?

Why do I have to adhere to your dress code?

Why must I wait 90 days for a performance review?

Why should I care about this company or its customers?

Their definition of respect came from watching *The* Simpson's and Married with Children, so common courtesy proves itself to be anything but common

Gen Why numbers more than 68 million 16 to 24-year-olds, which is significantly larger than the size of Gen X and just slightly smaller than the Baby Boom Generation. There is little doubt this new breed is presenting employers with a gargantuan challenge and will continue to as they move up the corporate ladder. Particularly impacted are the retail and service sectors, but health care and high-tech firms are already struggling to integrate Gen Why into an environment that has not quite stabilized after being rocked by the quirky and eccentric Gen Xers.

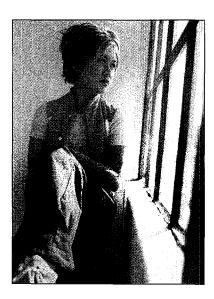
The Gen Why configuration

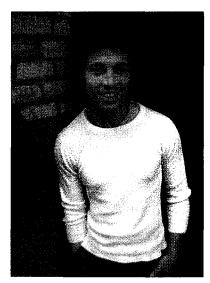
Consider the many reasons Gen Whys are different. Today's youth grew up with a total lack of absolutes. They learned that institutions, such as marriage, don't always last forever and justice doesn't always prevail. As a result, they test the outer limits of the employee handbook and the functionality of policies and procedures. Their definition of respect came from watching The Simpson's and Married with Children, so common courtesy proves itself to be anything but common. Gen Whys avoid monotonous routines and lengthy processes, as their video game mindset schooled them on seeking out and taking advantage of shortcuts. They suffer complete meltdowns if a job or task becomes boring. On the other hand, Gen Whys are extremely techno-savvy, great at creative problem-solving and excel when working in teams. Thankfully, some of the problems you've fought for years with established employees, such as a resistance to change, won't surface with Gen Whys.

Even though the economy has struggled the past several years and the need for unskilled labor and entrylevel positions has declined, Gen Whys know that plenty of jobs still exist in the service sector. No, the best and brightest aren't content with flipping burgers. They want quality jobs that deliver a future, but they won't jump for a 50-hour-per-week, keep-your-nose-tothe-grindstone, assistant-manager-in-training position. They'd rather not hold out for the promise of something greater behind door number three. They've seen their parents spin that wheel a time or two only to end up downsized by the very companies they sacrificed everything—including their family time—to help build. Enticing and keeping today's talented young employees takes more than attractive wages. To gain a competitive advantage and recruit and retain a stable full of sharp, capable, competent, and innovative young employees, organizations need to rethink, retool and reload.

The employee services connection

Forget about standard approaches to business and begin dedicating time and energy toward maximizing current resources. You can't ignore Gen Why, nor can business survive without them. Focus on the best of the situation by mentoring them—even if this means instilling in Gen Whys the manners, basic skills and work







The Aliens Lave Landed

ethics their parents and educators failed to teach them. Naturally, this process takes time, patience and empathy—which probably weren't included in your job description. However, if Gen Whys discover that you are genuinely interested in them and their futures, and that you aren't trying to manipulate them for your own purposes, they'll astound you with their productivity, commitment and dedication.

Whatever you do, don't skimp on employee services. What might appear as a fringe to closeminded managers is seen as a prerequisite to employee loyalty to a Gen Why employee. Here are a few services that resonate with Gen Whys:

Work/Life Programs—Attract and retain Gen Why employees by demonstrating that you want them to enjoy a full and balanced life away from work. Their eyes light up at the mention of flextime and telecommuting opportunities. They're open to job sharing, compressed work weeks, opportunities to purchase additional vacation days, or any hybrid programs providing the flexibility to take time off to pursue their passions. You'll get your money's worth with these programs because Gen Whys are capable of producing quality results in less than the standard 40-hour work week.

Recreation Programs—Many Gen Whys worked throughout high school and college and regret not taking time for extra-curricular activities. As a result, they're drawn to companies that offer opportunities to bowl, shoot hoops and ski with coworkers and colleagues. Survey employees to discover their interests outside of work and then plan those activities onsite in an organized and inviting format. You may discover that the young front line would enjoy participating in a chess team, a scrapbooking group or even a digital camera club. However, you may also discover that activities that were red-hot last year are "nerdsville" this year, so plan to stay on the cutting edge.

Concierge Services—Gen Whys feel a compelling desire to lead fuller lives than their overwhelmed parents. They gravitate toward organizations they view as strategic life-partners that help them plan vacations or secure the best deal on auto insurance. Gen Whys are more likely to keep their heads in the game if they're not preoccupied with the encumbering details of arranging transportation to and from the auto shop and



squeezing in a haircut on their lunch breaks. When they know that their employer wants to help them achieve work/life balance, they will pour more of their lives into the organization.

To stay ahead of the curve and anticipate the services young employees want, create a connection to their world. Dedicate yourself to learning the Gen Why language. Read everything you can about them. On occasion, listen to their music, watch their movies and TV shows and read their magazines. Notice Gen Whys in the malls and pay attention as they work in the restaurants and stores you frequent. When you get the chance, ask questions and listen to their

responses. Why should you go through this extensive process? Because how can you successfully lead Gen Why if you do not understand them?

Bringing it all together

Don't be afraid of change, in fact, drive it. Gen Why, by their very nature, questions rules, policies and procedures, and demands rationale before action. If you plan to ask a Gen Why to follow a rule, you'd better have a darn good reason behind it. Question your policies and procedures, and if you cannot justify a rule, change it or throw it out. Consequently, you'll streamline the bureaucracy of the workplace, retaining only policies and procedures that cannot be compromised. The freedoms that result will create an environment that allows young employees to maximize their individual abilities to the betterment of the company.

Sure, making these changes is easier said than done, but it is well worth the effort. This new management style will reveal Gen Why as bright, creative, hard working, and loyal employees. You hold the key to unlocking their potential. Remember what every alien says when they first make contact: "Take me to your leader!" That, my friend, is you.

Eric Chester, CSP, is president of Generation Why, Lakewood, CO, an award-winning keynote speaker, trainer, consultant, co-author of seven books for teens, and the author of the newly-released book Employing Generation Why: Understanding, Managing and Motivating Your New Workforce. To contact him, call (800) 304-3742 or visit www.generationwhy.com.

Your Guide to the Field

How to do just about anything related to employee services

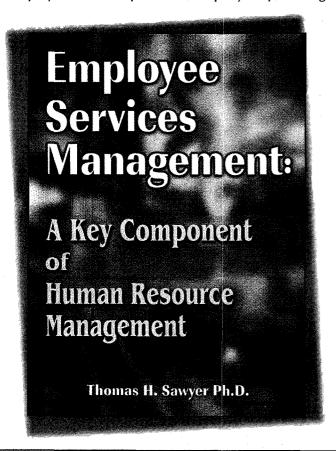
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Trends In holiday parties

The holiday party remains a seasonal staple for boosting morale and recognizing employees

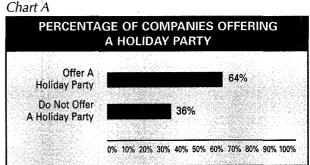
By Christina Higby

With the holiday season just around the corner, many ESM Association Members are in the process of carrying out their holiday parties. With this in mind, ESM Association focused its most recent survey, *Holiday Parties*, on the popularity and trends of this special event. The results show that many ESM Association Member Companies have celebrated the holidays with a holiday party for the past 10 or 20 years. This year, over half of the survey respondents plan to continue this tradition. Use these survey results to compare budgets, to consider format changes for next year's event and to identify statistics to help justify the occasion to management.

In October 2003, ESM Association developed the *Holiday Parties* survey using the survey administration website SurveyMonkey.com and e-mailed it to ESM Association Members. The survey provided a 33 percent response rate, with the results encompassing responses from 335 ESM Association Members responsible for implementing and managing a diverse range of employee services.

The tradition continues

ESM Association's *Holiday Parties* survey found that 64 percent of respondents hold a holiday party. Of this group, 35 percent have offered the event for 21 years or more and 19 percent for six to 10 years. In addition to inviting current employees, 54 percent of respondents invite significant others and/or immediate family members. Furthermore, 29 percent invite retirees and 12 percent invite friends and relatives to join the festivities.



Event attendance

Over the last two years, 34 percent of respondents say that attendance at the company's holiday party increased and 51 percent say it remained the same. Of those that saw a jump in attendance, 56 percent attribute it to an increase in employee interest and 47 percent to an improved event format. Just over 28 percent say that better promotion of the event helped draw a larger crowd. Additional reasons for improved attendance include an increase in the number of people invited (24 percent) and an increase in management support (16 percent). Others cited the introduction of gifts and prizes, new employees, a merger of companies, and moving the party onsite as factors that helped increase attendance at the event.

Over the last two years, 14 percent of respondents experienced a decrease in attendance at the holiday party. Of those who saw a decrease, 63 percent cited a lack of employee interest, 40 percent blamed the economy, 13 percent claimed low management support, and 13 percent noted a decrease in the number of people invited. Further explanations for a decrease in attendance include an inappropriate event format (seven percent) and poor event promotion (three percent).

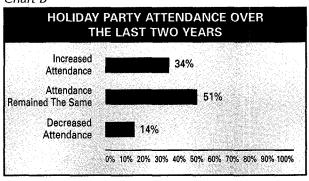
Holiday party format

Employee services providers often choose meals, entertainment and activities based on a mixture of tradition and innovation. This year, 33 percent of respondents plan to hold their event onsite and 28 percent will have the holiday party at a hotel. Just over 12 percent will celebrate the holidays at a banquet hall, while seven percent will meet at a restaurant and two percent at a recreational center. Only one percent will gather at a park. A convention center, company-owned theme park and country club were among the list of "other" holiday party venues mentioned.

Nearly 57 percent of respondents provide dinner to holiday party attendees. Just over 46 percent provide dessert or snacks and 27 percent serve lunch. Only five percent offer breakfast. For musical entertainment, 39 percent hire a disc jockey, 36 percent offer dancing and 22 percent hire a band. Holiday event activities include awards (24 percent), Santa (21 percent) and children's activities (14 percent). Others include karaoke, door prizes, photo packages, gift exchanges, or costumed characters.

When planning a holiday party, serving alcohol can pose liability concerns for the company. Therefore, the *Holiday Parties* survey asked respondents about their position on incorporating alcohol into the holiday functions. In the past, 63 percent of respondents offered alcohol at the holiday party, compared to 37

Chart B



percent who did not offer alcohol. This year, 58 percent of ESM Association Member Companies will serve alcohol at the event, and 42 percent will not serve it.

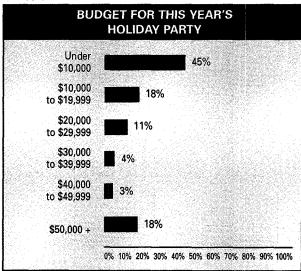
Allotting funds for celebration

Despite the slow economy, companies will allocate ample budgets for this year's holiday parties. Just over 45 percent of respondents work with a budget under \$10,000. Over 18 percent of respondents receive budgets exceeding \$50,000 from their companies. Another 18 percent receive between \$10,000 and \$19,999. Eleven percent of respondents receive between \$20,000 and \$29,999. Over the last two years, 29 percent of budgets increased and 49 percent remained the same.

Conclusion

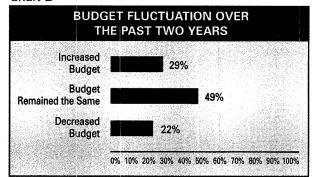
According to the *Holiday Parties* survey, over half of ESM Association Member Companies are planning a holiday party for employees. In fact, a majority of them have offered this employee service for years. Companies also are experiencing a growth in employee turnout. Consequently, most companies are main-

Chart C



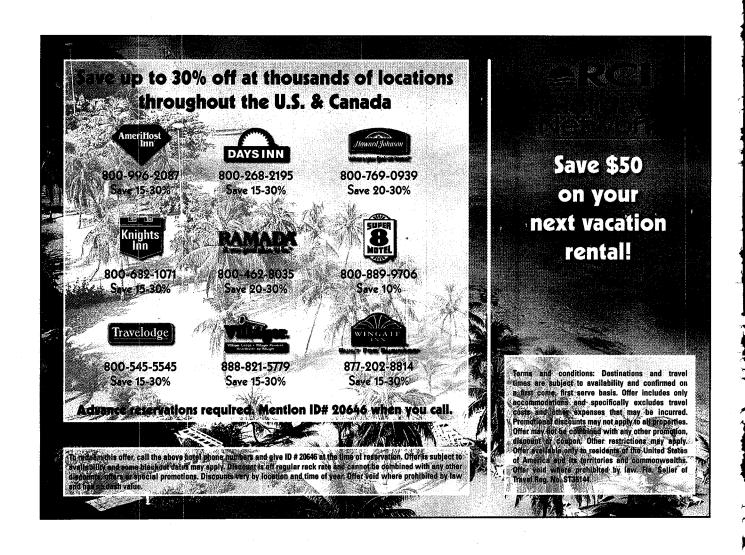
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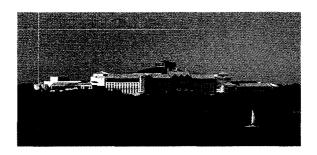
Chart D



taining the holiday party budget or increasing it. These findings show that management continues to value the importance of the holiday party in boosting morale and expressing appreciation to employees.

Christina Higby is editorial assistant for Employee Services Management (ESM) Magazine, published by ESM Association, Oak Brook, IL. She can be reached at (630) 368-1280 or christinahigby@esmassn.org.





ESM Association's 63rd Annual Conference & Exhibit Presents

Building for the Future Initiating Change, Taking Risks and Putting Program Ideas into Motion

Today's top companies credit employee services as helping them build and maintain productive and content workforces. Come join hundreds of employee services providers, human resource managers and work/life professionals as they learn to construct and reinvent employee services programs with the hottest trends and approaches in the industry. Here's how our session leaders will direct you in building a solid foundation for the future of your employee services programs during this powerful, spirited event.

Personalize Your Education

Best Practices Track

Trailblazers guide you through trade secrets in the employee services profession. Each session explores the development of a top employee services program.

Strategic Networking Forum

ESM Association's E-Mail Listserve comes to life as attendees ask for advice, share their experiences and learn from peers during discussions facilitated by tenured employee service providers.

Chapter Board Roundtable

ESM Association Chapter Board Members network, benchmark and discuss new approaches to recruiting volunteers.

Unlimited Resources

ESM Association's Exhibit Hall helps you secure a bright future for your employee services programs with access to online services, readymade programs, convenience services, promotional items, discounted travel attractions, and much more.

Evening Special Events (nominal fee)

Enjoy dinner, networking and a "Texas-sized" experience at Circle R Ranch, where the hospitality is set amidst 100 acres of green rolling hills and an open pasture in the North Texas countryside. Circle R Ranch offers attendees line-dance instruction, guided horseback trail rides, horse drawn hay wagon rides, a mechanical bull, a guest quickdraw competition, and much more.

Pre-Conference Facilities Tour (nominal fee) During this Best Practices "Interactive" Session, conference attendees will journey on a tour of local ESM Association Members' facilities. Frito Lay, Plano, TX, is offering attendees a presentation and discussion on how the company came to value employee services, followed by a tour of their facilities and a sample Frito Lay product. The Lockheed Martin Recreation Association (LMRA), Ft. Worth, TX, invites attendees to explore its extensive facilities and enjoy lunch and a presentation outlining the growth and success of its employee services programs. Attendees will leave from the hotel Thursday morning and return before the conference's afternoon Opening General Session.

TestimonialsQuotes from ESM Association's 62nd Annual Conference & Exhibit Evaluations (2003)



Lisa Finch, human resource representative, BroMenn Healthcare, Bloomington, IL:
"I came away with a lot of great ideas, and felt invigorated and ready to make changes in my organization. It was good to talk with others who are going through the same struggles and to listen to how they handle employee services in their organizations. The exchange of information was invaluable."

Jennifer Morgan, senior workforce specialist, Bechtel Nevada, Las Vegas, NV:
"I always benefit from the networking opportunities, whether it's from sessions, sitting next to someone at a function, or in the Exhibit Hall. It's always beneficial to see what has and has not worked for others, and their lessons learned."



Melissa Roe, president, Melrose Enterprises, Tampa, FL:
able sharing sessions were great. Everyone was very helpful and I be

"The roundtable sharing sessions were great. Everyone was very helpful and I brought home some new ideas."

Jennifer Elswick, employee relations coordinator, St. John's Health System, Springfield, MO: "I got some great event ideas and some new contacts for programs we would like to implement. Also, it made me realize how fortunate we are at St. John's to have so much support from Administration."

Kim Colopy, store manager/activities coordinator, Grange Insurance Co., Columbus, OH:

"All the sessions that I attended were very informative. It is great to know our company is right
on track with what others are doing and I got good ideas to take back."



ESM Association's 63" Annual

Conference & Exhibit

Building for the Future

Lockheed Martin Recreation Association (LMRA)		
Thursday Pre-Conference Facilities Tour Sponsored by Frito-Lay &	\$75	\$95
Saturday Special Event Sponsored by Circle R Ranch	\$15	\$25
Additional Events (Circle Your Choices)	Fee for Members	Fee for Non-Members
	SUBTOTAL: \$	
One-day Registration \$ (day rate) X (number of days) = Check dates of attendance	\$230	\$255
Retired ESM Association Member	\$125	\$125
College Student	\$175	\$200
Associate/Supplier Non-Exhibiting	\$995	\$1,025
Register for the Conference and Join ESM Association Today! Includes membership through 12/04 for new Organization Members only	\$850	\$900
ESM Association Organization Member Chapter, General, Individual	\$695	\$725
Conference Registration Categories (Circle One)	Fee Prior to 4/1/04	Fee After 4/1/04
REGISTRATION FEES: PLEASE CIRCLE YOUR CHOICES AND INDIC	CATE THE TOTAL AMOUNT	ENCLOSED.
Credit Card Number	Exp. Date	
nt method: 🗆 Check (payable to ESM Association) 🗖 Visa 🗖 MasterC	Card 🗇 American Express	Discover
se check if you have a disability and require special services. Attach a de	scription of your needs.	
our first National Conference?		
Fax E-ma	il	
State _	Zip Code	
ny	Number of Employees	

Submit a separate registration form for each person. Duplicate copies of this form will be accepted.

Advance registration will not be accepted without full payment. Mail payment and registration form to: ESM Association Headquarters, 2211 York Rd., Ste. 207, Oak Brook, IL 60523-2371; or fax the registration form with your credit card information to ESM Association at (630) 368-1286. If you have a question, please call (630) 368-1280. There is a \$125 fee to cancel a registration. The remainder of your registration will be refunded if written cancellation notification is postmarked on or before 4/1/04. After that date, a refund is not guaranteed. All room reservations must be made **directly** with the Gaylord Texan™ Resort & Convention Center on Lake Grapevine by calling (866) 782-7897. State that you are part of the ESM Association Conference. The ESM Association Conference room rate at the Gaylord Texan™ Resort & Convention Center on Lake Grapevine is \$149 per night (single or double occupancy). Our room block is limited. To insure room rate and availability, please make reservations before 4/14/04. Children under 16 will only be allowed in the Exhibit Hall on Saturday, 5/22/04.

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Promoting your Promoting your Proof rains

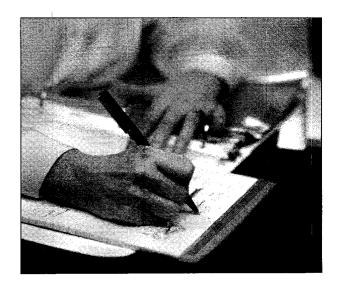
Copywriting tips to entice employees to participate in your programs

Sometimes determining why employee participation was low for a particular program can be difficult. The elements of the program may have perfectly matched what employees asked for in the needs assessment survey. Those employees that did participate in the program tremendously enjoyed themselves. So why didn't more employees attend? The problem could be that the promotional materials simply weren't appealing enough to spark a company-wide interest in the program.

Obtaining employee participation in employee services programs depends on how you promote and publicize your events, facilities and services. That's right—the text you post on the intranet and write for posters or e-mail advertisements may be the key to acquiring more employee involvement. Gaining participation requires exceptional copywriting skills. Here are some tips to great copywriting from Hollis Thomases, president and founder of WebAdvantage.net, a website for Internet marketing strategies and solutions.

Write according to the medium

Writing for the Internet is different from writing for television, which is different from writing for e-mail, which is different from writing for print, and so on. Researching the differences and adjusting your writing style according to each medium is a must.



Consider your employees

Know your target audience and craft the copy with them in mind. Ask yourself questions about your employees by placing yourself in their shoes. What's their level of comprehension about the subject matter? How can you present the information in an appealing manner? In what tone of voice and with what vocabulary should you deliver the message? Research the audience to develop this understanding.

Be concise

"Tight copy" means that you're limited to the number of words you use. In most cases, writers can communicate a message in fewer words. The greater the word-count restriction, the longer it takes to write the copy. Nonetheless, the result will be a more concise and effective message. All skilled copywriters look to trim unnecessary words and sentences from their writing. If you can write in one sentence what takes another writer three sentences to say, you're doing well.

Lead with "the good stuff"

If you expect the audience to read through your entire copy, expect to be disappointed. Even skilled copywriters cannot keep readers engaged through an entire promotional message. For a novice copywriter, you'll boast more success if you deliver the important points early on, which not only engages readers, but also ensures the chance of communicating the basic message before they stop reading.

Organize chronologically

There's nothing worse than disjointed copy. If the information you're presenting has any timeline whatso-ever—unless you have a specific purpose for jerking the reader back and forth through time—situate the facts in chronological order. Confusion leads to disgust, which leads to an abandonment of the message.

Paint a picture

Compare these two sentences: (1) The big man sat down at the table to eat dinner. (2) The man lumbered into the room and before even manipulating his frame between the worn wooden table and onto its three-person bench, his fingers dug into a plate heaped high with mashed potatoes and hot, steaming gravy.

Now, I'm not saying that you need to replace a short, precise sentence with a lengthy one. Simply ensure that what you're writing has visual impact. I bet everyone has a sense of the man's actions from sentence two.

Use active voice

For this rule, avoid using passive verbs. Consider the following sentence: "For the passive voice, the past participle of the action verb is used in conjunction with



the verb 'to be.'" Note the passive voice when saying "is used." You can correct passive voice sentences by flip-flopping the sentence. To correct the previous sentence, it should read, "Passive voice sentences use the past participle of an action verb in conjunction with the verb 'to be."

Be consistent

Consistency is another grammatical guideline that applies to copywriting. Avoid switching points-of-view and tones-of-voice within the message. If the copy starts out in the first person with the words "me" and "you," don't switch to "him" and "them" midstream. Likewise, if the copy begins bold and brash, the message shouldn't end stoic and sanitized.

Tease the reader

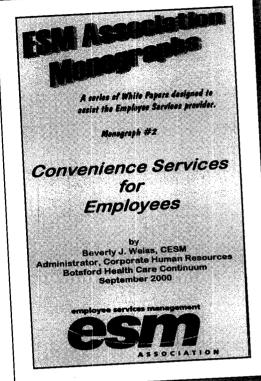
Copywriting is equally effective when it teases the reader into wanting to know more without revealing all of the information. This technique peaks the readers' curiosity to read on to learn the conclusion. Of course, you want to compel employees to take action, which you can accomplish by using very direct language.

Conclusion

The next time you experience low participation for one of your employee programs, take a look back at the promotional materials you created and disseminated to employees. Could you have written the text in a more concise or interesting manner? Remember that promoting your programs requires more than just stating the facts in your promotional materials. You must strive to grab employees' attention and leave them yearning to participate in a program that sounds too exciting to pass up.

Hollis Thomases is president and founder of the website WebAdvantage.net, Aberdeen, MD. You may reach Thomases at (410) 297-9495 or hollis@webadvantage.net.

Making Life Easier Easier



balance their time. Convenience Services for Employees, the second ESM Association Monograph, presents a multitude of convenience services ideas to implement or use as catalysts for your own ideas.

An effective program is one that is specific to the needs of your employees. Convenience Services for Employees will guide you through

Convenience services are a component of

employee services. With employees balancing

work and family concerns, convenience ser-

vices act as shortcuts that help employees

An effective program is one that is specific to the needs of your employees. *Convenience Services for Employees* will guide you through the steps of developing and implementing programs such as family care services and one-stop shopping at your employee store.

Authored by Beverly Weiss, CESM, administrator, corporate human services, Botsford Health Care Continuum, Farmington Hills, MI, Convenience Services for Employees explains:

- which departments you should partner with to create maximum awareness.
- how to determine the most appropriate programs for your employees.
- outsourcing resources.
- the bottom-line benefits of convenience services.

This informative brochure is free to ESM Association Members. Also read Monograph #1, Obtaining Management Support for Employee Services. View both Monographs in the Member Resources Section of www.esmassn.org or order a hard copy from ESM Association.

Order Today!

Please send me my free copy of Monograph #2: Convenience Services for Employees

Name______
Company _____
Address _____
City _____State ___Zip____
Phone (_____)

This brochure is the second in a series of ESM Association Monographs. Please check here if you are interested in receiving Monographs on other employee services topics.

Relaxation on the go

Workplace chair massage boosts productivity by rejuvenating the mind, body and soul

By Angela M. Higley

The physical demands of long hours at the computer and an uncertain business climate have created an increasing need for work stress reduction. Corporate chair massage is quickly evolving into one of the most popular and requested benefits in today's workplace. The number of organizations that offer massage therapy to lower stress and improve productivity is growing every year. A workplace massage therapy program helps increase job satisfaction and creates a caring environment that employees appreciate. Whether a company offers employees chair massage through a regular employee wellness or benefits package or as part of an incentive program, this service turns a stressful and tense workplace into one of productivity and wellness. The result is a positive work atmosphere that provides companies with an edge over competitors in the recruitment and retention game.

The massage experience

Chair massage focuses on the upper body areas that often cause problems for employees who sit at a desk or use a computer. This massage technique is performed in normal work attire and does not require oils. Instead of using a table, the massage therapist provides a specially designed, portable chair. Leaning forward in the chair allows the client to relax completely with his or her head resting in a comfy "face cradle"



lined with a soft, disposable cloth cover. The therapist provides the necessary supplies, including massage devices and music. The company provides a quiet space and eager participants. Chair massage typically takes about 15, 20 or 30 minutes—no longer than a lunch break, but far more effective.

Benefits of massage

Massage can help keep employees healthy. Research shows that massage therapy reduces blood

pressure, relieves arthritis and improves joint and muscle aches, especially in painful areas of the neck and back. It can even increase immunity to colds and flu. In addition, massage plays a very important role in preventing and treating the pain and numbness associated with excessive keyboard and mouse use. Chair massage helps prevent or relieve carpal tunnel syndrome, tension headaches, neck pain, and back problems. Take a look below to discover how your employees and company could benefit from a chair massage program:

Reduces stress: A massage session is designed to reduce physical and mental stress.

Increases morale: Chair massage is an effective benefit that shows employees that their company cares about their mental and physical health.

Increases resistance to illness: Massage boosts the immune system, helping prevent absenteeism and reduce healthcare costs.

Decreases repetitive stress symptoms: Problems like carpal tunnel syndrome and tendonitis are examples of injuries associated with repetitive actions. This type of work leads to chronic tightness and physical injury. Chair massage helps reduce chronic muscle tightness. Massage therapists encourage employees to live healthy lifestyles by correcting posture and performing stretches.

Increases flexibility: Reduced muscle tension and chronic tightness tremendously increase the body's flexibility.

Increases range-of-motion: Chronic tension decreases range of motion. As massage reduces tension and tightness, range of motion improves. Sidebar A

BENEFITS OF CORPORATE CHAIR MASSAGE

Convenience

- Performed at your workplace
- Quick and easy set up and break down
- Client seated upright
- Client fully clothed
- · No lotions or oils used
- Brief interruption in the workday

Benefits

- Reduces stress
- Relieves muscular tension and soreness
- Revitalizes and energizes the mind and body
- Increases productivity
- Reduces repetitive-stress injuries to the body
- Improves circulation and the mind's alertness

Reduces muscle soreness: Poor posture and chronic tension lead to soreness and pain. By reducing tension and educating employees on posture, chair massage assists in eliminating muscle pain.

Reduces anxiety: Sometimes our hectic lives take an emotional toll on our bodies, which leads to physical constraints. Massage sessions provide an outlet for high stress employees to take time to relax.

Enhances cognitive-thinking: In addition to lowering stress and increasing productivity, massage significantly improves cognitive problem solving abilities. In a recent study published in the journal *American Psychologist*,

researchers rewarded one group of employees with a 15-minute rest and another group with a 15-minute massage. The group that received the massage performed better on complicated tasks such as math problems.

Conclusion

Onsite chair massage is a cost-effective method of enhancing and improving employees' overall performance. Stress-related employee turnover, absenteeism and waning morale all affect the bottom line. According to research from the American Institute of Stress, Yonkers, NY, and the American Psychological Association, Washington, DC, job stress and related problems cost companies an estimated \$200 billion or more annually. A chair massage program demonstrates an employer's proactive commitment to the health and well being of employees. Chair massage techniques measurably lower the day-to-day stress of the competitive

workplace. Relaxed employees are more likely to cooperate with each other. Lowering stress also reduces anxiety and hostility—improving the work environment for everyone.

Angela M. Higley is a freelance journalist. She has been published in The St. Petersburg Times, St. Petersburg, FL, and The Employment Times, Gray, MN. Higley can be reached at angela_higley@hotmail.com.

employee services management



Employee Stores

Community Services

Convenience Services

Dependent Care

Recreation Programs

Recognition Programs

Special Events

Travel Services

Voluntary Benefits

Wellness

Employee Services Management (ESM) Association, formerly the National Employee Services and Recreation Association (NESRA), is a nonprofit association that serves as an information resource network for over 3,000 members nationwide. These members are responsible for implementing and maintaining a diverse range of employee services. ESM Association believes that employee services; as practical solutions to work/life issues are essential to sound business management. These programs improve relations between employees and management, increase overall productivity, boost morale, and teduce absenteaism and turnover. The association produces a magazine, Employee Services Management, offers resource information, hosts a National Conference & Exhibit and has nearly 50 local Chapters, plus much more

To receive information about becoming a member of ESM Association, contact:

ESM Association
2211 York Road, Suite 207
Oak Brook, IL 60523-2371
630-368-1280 • 630-368-1286 FAX
e-mail: esmahq@esmassn.org
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MAG

E-Mail: esmahq@esmassn.org, URL: http://www.esmassn.org

Tough choices

Four strategies for power decision-making

By Caterina Rando

mployee services providers reach a multitude of decisions every day. From whether to hold an event indoors or outdoors, to whether or not to give the employee store an online presence, the number of options is endless. No wonder so many employee services providers feel overwhelmed. Even the most confident decision-maker occasionally suffers from a brief bout of decidophobia.

Indecision is normal when it's time to arrive at conclusions regarding your job position, your career and your future. Unfortunately, some employees go beyond thoughtful contemplation and let their fears and insecurity take over, causing them to postpone producing smart decisions. They fail to realize that irresolution, or staying idle, is actually a passive choice with negative consequences.

Indecision is a silent enemy that steals opportunity. For example, you may be unsure of what to say to a coworker who lost a relative, so you say nothing, losing the opportunity to provide support. You may delay deciding on the



affordability to attend a conference, so you leave the information on your desk, untouched. By the time you find and read the flyer again, the event has passed. Your lack of decision-making caused you to miss an opportunity to meet and benchmark with peers and learn more about your industry.

Proactive decision-making is vital to your career, because the sooner you choose, the quicker you can move on to the next project. You'll rid yourself of the distracting inner question of "what should I do?" and will fully concentrate on the tasks at hand. The most adept decision-makers use several different decision-making

strategies on a daily basis. Master these four techniques to arrive at the best decisions for you and your employee services department.

1. Fast decision-making

Just as the name implies, "fast decision-making" means reaching decisions on the spot. This technique works best for smaller decisions, such as what time to conduct a meeting. The premise behind this strategy is, for example, that the faster you choose a time or date for a meeting, the more organized your schedule. According to Deborah Silverberg, a professional organizer, the clutter that sits on our desks is the result of indecision. People pick up the same memo or read the same e-mail over and over, never deciding what to do with it, which ultimately results in stacks of paper on their desks and overflowing "in" boxes.

As you begin to make noncrucial decisions quickly, realize that practice makes perfect. As an exercise, start by making five quick decisions daily. As the clutter on your desk dissipates and you begin to have more time each day, your ability to tackle more important decisions will increase by applying this technique.

2. This or that

Some employee services providers avoid decision-making because they are especially busy and fail to prioritize their tasks. Instead of choosing to complete a particular task, they procrastinate by taking coffee breaks, organizing their desks or working on lessimportant projects. During these instances, the "this or that" strategy is a great tool to help prioritize your "to do" list.

Step one: Write down every task and decision you want to complete or arrive at today.



Step two: Ask yourself what you should accomplish first. The item you must absolutely complete today should be a top priority. List all the other items underneath.

Step three: Look at the first item on your list and ask if "this" (item one) is more urgent than "that" (item two). If so, keep it as item number one. If not, change it with the second item. Continue this process with the second and third items, then the third and fourth items, and so on to the end of the list.

For example, if you need to call 10 suppliers, clean your desk, write a report, schedule meetings, and take a walk, you would list the most pressing item first. In this example, you would write the report first because you must hand it into your boss by 5:00 p.m. As you ask whether the next item (this) is more important than the preceding item (that), you determine that your second task is scheduling meetings. Next, take a walk because it invigorates you, followed by calling the suppliers because you continually put them off, and finally, clean your desk. The consequences of not completing the calls or cleaning your desk until the next day are few and acceptable.

3. Heavy intuition

In other situations, the best decision-making tool is to take a deep breath, close your eyes and ask yourself what feels appropriate. This is called the "trust your gut" method of decision-making. For example, when packing for a business trip, ask yourself, "Should I bring my business suit or casual attire?" When this happens, stop yourself from considering every possible scenario. Instead, take a deep breath and ask yourself what feels true. Rather than waste time by running through every possible outcome in your mind, reach a decision, complete the task quickly and act on what feels appropriate for that particular situation.

4. Cost vs. gain

For important decisions, the "cost vs. gain" method is invaluable. This process is similar to listing "pros" and "cons" in that it allows you to logically envision the best decision for the situation.

Step one: On a blank piece of paper, write down the decision-making situation.

Step two: Draw four columns on the remainder of the page. Title the first column "cost," the second column "gain," the third column "values," and the final column "possibilities."

Step three: In the "cost" column, note the price you pay for making a particular decision. Consider all costs, including financial costs, time costs, relationship costs, and emotional costs.

Step four: In the "gain" column, record everything you will gain from this choice, considering financial gain, emotional gain, physical gain, time saved, relationships enhanced, and any other benefits.

Step five: In the "values" column, write down the values this decision honors and note any values you might compromise with the decision.

Step six: In the "possibilities" column, write down how to minimize costs, increase gains and resolve any conflict with your values. The "possibilities" column helps you develop creative techniques for easing the decision-making process.

For example, as you decide whether or not to tour a peer's facility in another state, weigh the costs of the amenities such as airfare and meals, against what you gain—including benchmarking information. Then, determine if this decision supports or goes against your values. If you value

remaining competitive, then the decision to travel appears wise. While investigating possibilities, you may discover that you earned enough frequent-flyer miles to offset the costs. Now the costs are minimized, the gains are worthwhile and the decision to travel to your peer is in alignment with your values. Any other decision is foolish.

Conclusion

When deciding quickly and confidently, you eliminate second-guessing yourself and ultimately accomplish more daily activities. Use the decision-making strategy that best suits you and the situation

to resolve open issues and ultimately stick with your decisions. The more you use these methods, the better you'll reach sound decisions that increase your productivity and enhance your career. **esm**

Caterina Rando is a success speaker, master certified coach and author of the book Learn to Power Think (Chronicle). She helps people invigorate their professional and personal lives and create the results they want. For more information, contact Rando at (800) 966-3603, cpr@caterinar.com or www.caterinar.com.

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U.S. General Services Administration



You're Invited to Enter ESM Association's 2004 Awards of Excellence Program

New award categories. Redesigned program structure. Improved qualifications.

ESM Association's Awards of Excellence Program recognizes the best Employee Services Programs and Activities. There are four categories: Eastwood Award, Innovative Program Award, General Member of the Year Award, and the Chuck Bashian National Associate Member of the Year Award.

Enjoy the Benefits of Participating

Receive national recognition! Award winners will be honored at ESM Association's 63rd Annual Conference & Exhibit, May 20-23, 2004, at the Gaylord Opryland Texas™ Resort & Convention Center, Grapevine, TX. They will receive an award to display at the office and ESM Association will alert the press of their accomplishment with an article in ESM Magazine.

Eastwood Award

Bestowed to the most outstanding overall employee services program of 2003.

General Member of the Year Award

Nominate an ESM Association General Member for the General Member of the Year Award. Individuals nominated must meet the following criteria:

- Dedicated to the field of Employee Services.
- An active participant in ESM Association.
- Makes significant contributions to the local chapter or national organization.
- Was an employee of a General Member company during 2003.

Chuck Bashian National Associate Member of the Year Award

This award is named in honor of the late Chuck Bashian, former marketing director for ESM Association. Individuals nominated must meet the following criteria:

- An active participant in ESM Association.
- Makes significant contributions to Association.
- Was an employee of a National Associate Member company during 2003.

Innovative Program Award

This award recognizes the creativity behind an individual program or activity within an overall employee services program in 2003.

2004 Awards of Excellence Entry Form • Deadline: January 31, 2004
ESM Association • Attn: Awards Committee • 2211 York Road, Suite 207 • Oak Brook, IL 60523-2371
• Phone: 630-368-1280 • Fax: 630-368-1286 • jamiesennett@esmassn.org • www.esmassn.org





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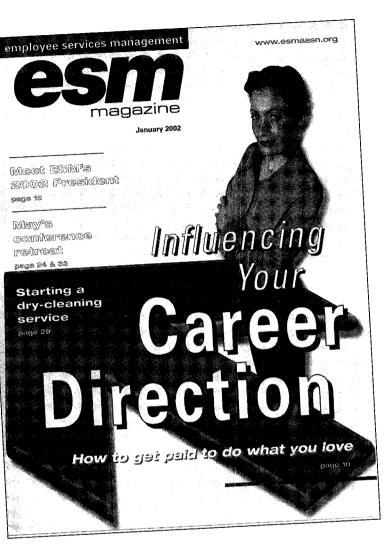
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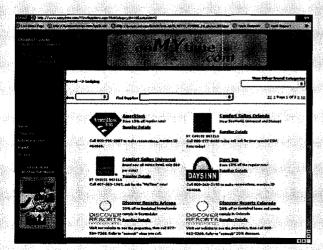
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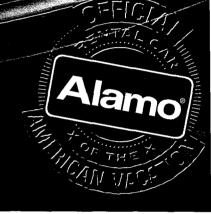
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